Iowa Library Trustee's Handbook 2009

State Library of Iowa

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2009

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Iowa Library Trustee's Handbook

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Introduction

The *Iowa Library Trustee's Handbook* was last published in 2003. The 2009 handbook has been updated throughout. Some topics, such as the special library levy, have been expanded. New topics have been added such as the library's relationship with the city, library funding inequities and library salaries.

Virginia Young, in *The Library Trustee,*[1] states, "Trusteeship by definition is the agency of a person (or persons) designated to act as governor or protector over property belonging to another. Since a public library belongs to its entire community, library boards have been created by law to act as citizen control or governing body of the library. Library trustees accordingly are public officials and servants of the public, and the powers delegated to library boards are a public trust."

Please note that the handbook was prepared as an educational resource and should not be used as a substitute for legal advice.

The purpose of the *Iowa Library Trustee's Handbook* is to give trustees a basic understanding of their responsibilities and power. It contains useful, practical information about developing policy, the board/director relationship, funding, intellectual freedom, library laws and many other topics.

Library trustees are now and will continue to be confronted by both daunting problems and exciting possibilities. How trustees respond will determine the future of library services to the people of Iowa.

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[1]Young, Virginia, *The Library Trustee: A Practical Guide*, American Library Association, Chicago, 1995: 10

Chapter 1: First Things First - Top Five Things Every Library Trustee Should Know

1. **Get to know your library and the difference it makes in your community.**

As a member of the library board, you help set the direction for your public library, a very important city service, particularly when it comes to quality of life.   Get to know your library and the difference it makes in your community firsthand. Drop in to browse and read, attend a story hour, use a computer, check out a book.

"Public library" means different things to different people. For many, the purpose of a public library is to help children develop a love of reading. For others, it means a place that provides computers and Internet access to people who don't have them at home.   The public library may also be seen as an anchor for downtown businesses, a gathering place for the community, a source of books and movies for pleasure and recreation, or an institution vital to democracy because it provides access to information from all points of view.

Libraries add to the quality of life. Whatever role your library plays in the community, chances are it is one of the most heavily used city services. Statewide, about 66% of Iowans have library cards. From 1997 to 2007, annual visits to Iowa public libraries increased 35% to 17,564,674. Today's libraries offer books and so much more: computers and the Internet, recorded books, meeting rooms, story hour, Web sites, book discussions, movies, newspapers, genealogy resources, databases you can access from home or work, coffee shops and drive-up windows.

2. **Understand how the board's role and the library director's role differ.**

Your public library director is the department head of a city service and is responsible for the day-to-day management of the library. The director acts as the professional/technical advisor to the library board on policy, finances, planning, library performance and more.

Some of the ways the roles of the library director and the board differ are:

❑ The library director may suggest or draft policies. It is the board that actually adopts the policies. Once a policy is adopted, the director and staff carry it out as they operate the library.
❑ The board hires and evaluates the library director while the director hires and evaluates other staff.
❑ The library director may draft a budget request; the board officially adopts the budget.

Use the chart in Chapter 11 to openly discuss the board's role and the director's role.   Most conflicts can be avoided if the board and director understand and respect each other's roles.

3. Be familiar with your library ordinance.

In Iowa, a public library is established by an ordinance adopted by the city council. It is the "law" under which the library exists and is part of the city code. Most questions about library governance are answered in the library ordinance. You will find information such as:

❑ How board members are appointed
❑ Powers and duties of the library board including setting librarian and staff salaries, controlling library funds
❑ Procedure for approving and paying bills

Ask the library director for a copy of the library ordinance.

4.   Understand the board's control over library funds.

Library trustees have a great deal of control over library funds. As stated in most library ordinances, the board has "exclusive control of the expenditure of all funds allocated for library purposes…" and "all money appropriated by the council from the general fund for the operation and maintenance of the library shall be set aside in an account for the library."

Another way of saying it is that, while the city council decides on total funding for the library, the library board has control over how it is spent. This includes the power to move funds from one line item to another. No library funds may be spent except by motion of the board.   Invoices and bills are approved by the board and signed by the designated board authorities (usually the board president and secretary). After approval by the board, it is recommended that the bills be paid by the city clerk.

5. Respect the city's obligation to account for all public funds received and expended.

Iowa Code 384.20 requires the city to keep separate accounts of all public funds collected, received, or expended for any city purpose.

In a nutshell, what this means is that although the library board has authority over the library budget, the library must still report all income and expenditures to the city. Income includes donations to the library from private individuals. Once the library receives funding from any source, it becomes public funding and is subject to the requirements of 384.20.

Chapter 2: Five Primary Roles of Public Library Boards

Virginia Young, in *The Library Trustee*,[2] states, "Since a public library belongs to its entire community, library boards have been created by law to act as citizen control or governing body of the library. Library trustees accordingly are public officials and servants of the public, and the powers delegated to library boards are a public trust." You are therefore referred to as a **trustee**.

Even though the board delegates the actual day-to-day operation of the library to the director, **the board never gives up ultimate responsibility for the success or failure of the library**. To assume that responsibility, the board has five primary roles:

1. **Advocate for the library in the community and advocate for the community.**

To be a library advocate is to work to make sure the community has the best possible library service. Advocacy includes working to obtain adequate funding for the library; pursuing opportunities to meet and speak with community groups; getting to know the mayor and city council; making sure the community's needs and interests are paramount when making board decisions.

2. **Plan for the future of the library.**

Planning is one of the most important trusts that the community gives to the library board. Planning is deciding what is going to happen with library services over the next few years. It is taking charge of the library's future and creating it to be responsive to what the community needs.

3. **Monitor and evaluate the overall effectiveness of the library.**

The community puts its trust in the library board to make sure the library is operating the way it should. For example, the library board is familiar with the library's budget - where the money is coming from and how it will be spent. The board monitors monthly financial reports and approves the bills so they can be paid. The board also helps determine whether the community is satisfied with library service.

4. **Adopt library policies.**

The library board spends much of its time on policy issues - developing policies and monitoring the effectiveness of those policies. (Policy is a carefully designed, broadly stated, written guideline for actions and decision of the library.) Once adopted by the board, library staff carries out the policies on a day-to-day basis.

5. **Hire and evaluate the library director.**

The board hires a qualified director to manage the day-to-day operations of the library and works with the director, carefully respecting each other's roles. The board also regularly evaluates the director to make sure the library operates well and in the best interest of those the library serves.

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[2]Young, Virginia, *The Library Trustee: A Practical Guide*, American Library Association, Chicago, 1995: 10

There are more complete discussions of these topics in the following chapters: advocacy – Chapter 15; planning – Chapter 19; monitoring and evaluating – Chapter 16; policies – Chapter 18; hire and evaluate the library director – Chapters 12 and 13.

Chapter 3: Code of Ethics

As a board member of a public library, you are a public servant. The public expects that your conduct will always be above question and for the public good, not for your own interest or another special interest. The Association for Library Trustees and Advocates (ALTA) and Public Library Association (PLA) have adopted the following statement on ethics which you may want to adopt as a board.

Ethics Statement for Public Library Trustees

Trustees, in the capacity of trust upon them, shall observe ethical standards with absolute truth, integrity and honor.

Trustees must avoid situations in which personal interests might be served or financial benefits gained at the expense of library users, colleagues or the institution.

It is incumbent on any trustee to disqualify himself or herself immediately whenever the appearance of a conflict of interest exists.

Trustees must distinguish clearly in their actions and statements between their personal philosophy and attitudes and those of the institution, acknowledging the formal position of the Board even if they personally disagree.

A trustee must respect the confidential nature of library business while being aware of and in compliance with applicable laws governing freedom of information.

Trustees must be prepared to support to the fullest the efforts of librarians in resisting censorship of library materials by groups or individuals.

Trustees who accept library Board responsibilities are expected to perform all of the functions of library trustees.

Adopted by the Board of Directors of ALTA and the Board of Directors of PLA, July 1985; amended by the ALTA Board of Directors July, 1988; amendment approved by the PLA Board of Directors in January, 1989.

It will also help your library function effectively if you:

- ❑ Support the decisions of the board
- ❑ Recognize that all authority is vested in the board when it meets in legal session and not with individual board members
- ❑ Represent the whole community to the library and not just a particular area or group
- ❑ Are objective in hiring the library director
- ❑ Don't promise prior to a meeting how you will vote on a particular issue
- ❑ Don't interfere with the duties of the director or undermine the director's authority

Chapter 4: Learning the Job

To carry out their duties effectively, trustees need information about the library's services, needs, and plans. They also need an understanding of the legal responsibilities of the library board and the relationship of the board to the city, and to the library director and other library staff.

Find out where to go for answers to your questions. Know the people and resources that will give you quick answers to tough questions. The director and other board members are the best sources for learning about the library. This handbook is designed to be a guide to the basics of good board membership and will also answer many of your questions.

Get to know the other people who serve on the board with you—not just their names, but who they are. What are their interests and concerns? What motivates them to serve on the library board? Team building begins by knowing your teammates.

Get to know the director, the other part of the board team. There must be a very high level of trust between those who govern the library and the person they have chosen to manage the library. Board members and the director form the board team.

A good orientation will provide trustees with the answers they need to perform their duties confidently. The orientation program should be planned step by step by the library board, with the assistance of the library director. Orientation should start as soon as possible after a board member is appointed–before the first meeting, if possible. A sample trustee orientation follows:

Sample Trustee Orientation Outline

The board president (or library director or other board designee) should contact the new trustee to welcome him/her to the board and schedule the orientation session or sessions.

Immediately send the new trustee a packet that includes:

- ❑ bylaws of the board
- ❑ a list of board members, indicating terms of office and board officers
- ❑ board committee membership lists
- ❑ calendar of upcoming meetings
- ❑ a copy of this handbook

The orientation should include a tour of the library, with the director, to introduce staff and discuss library programs and services.   Schedule a meeting/discussion with the library director and at least one other board member to become familiar with:

- ❑ the library ordinance including the board's duties and powers and how board members are appointed
- ❑ sources of library funding
- ❑ how the library is operated day to day
- ❑ the library's Web site
- ❑ how the library serves the needs of the community including the library's mission statement
- ❑ how the library could better serve the community
- ❑ the board's relationship to the library director, the library staff, and the city

- how the library is linked to other resources, other libraries, the State Library and the Iowa Library Service Areas

- recent library accomplishments
- any immediate problems the library faces

Later, share the following information with the new trustee:

- latest annual report
- long-range/strategic plan and progress to date
- technology plan
- library policies
- current and previous year's budgets
- board meeting minutes for the previous six months
- director's reports for the previous six months
- director's job description and the process used to evaluate the library director
- latest monthly statistical report and financial report
- organizational chart of the library staff with names and titles
- library board's annual calendar, including deadlines
- copy of public library standards, *In Service to Iowa, Public Library Measures of Quality*
- brochure or other concise information about your library

Continue to learn. As you gain experience on the board, you will continue to learn about library philosophy, services statistics, history, policies and much more. Ongoing development activities should be part of the plan for every board and every board member.

To keep learning:

- Read the Iowa *Library Trustee's Handbook*
- Listen to and discuss the library director's report at board meetings
- Look for Web sites and blogs for library trustees including the State Library's Web page, http://www.statelibraryofiowa.org/ld/Trustees
- Visit libraries in person or through their Web sites to see what they are doing.
- Take part in board development workshops offered by the State Library, the Library Service Areas and/or state and national associations.
- Join library associations such as Iowa Library Association, American Library Association, and Public Library Association; read their publications; attend their conferences.

Chapter 5: Board Officers

Board officers keep the board organized, help the group move ahead, and facilitate the work of the board to make good decisions. Boards grow from different traditions and have different ideas about the type and number of officers they need. The job responsibilities of your board's officers may vary from those described below.

President

The board's leader is the board president. **However, the board president does not have power beyond that of any other board member unless the full board has granted that power to the president**. For example, the board may delegate specific powers to the board president, such as managing board meetings, speaking to the public on behalf of the board, or signing contracts on behalf of the board.

> Board officers, particularly the board president, must be well respected by the rest of the board, must be willing to give the extra time necessary to carry out the extra duties of the office and must have strong leadership skills. Officers should also be experienced board members. If you are asked to be a candidate for a board office, consider carefully if you have the extra time it will take, as well as the leadership skills, to do the job well.

Traditionally, the board president has several roles:

Planner —The president works with the director to plan the meeting agenda and how the meeting will be conducted. The president keeps an overall view of the board year and ensures that the board is carrying out duties.

Presider / Facilitator—The president sees that the board follows the agenda, completes items on the agenda and that the meetings are well run. The president ensures that all board members have an opportunity to participate, attempts to get all sides of an issue fairly exposed and moves the board to take action.

Delegator—Since the president usually has the power to make committee appointments, the president must have a clear understanding of each board member's skills, strengths and interests so that effective assignments are made. It is also the president's responsibility to make sure that committee assignments are clear and to hold the committees accountable for completing the assignment.

Liaison—The president must be able to communicate board needs and concerns to the director, and the director's needs and concerns to the board. In addition, the president offers personal support and counsel to the director, and serves as a sounding board for the director.

Team Builder—The board must always function as a team and it is the duty of the president to promote teamwork among board members. When the effectiveness of the board is at risk, the president mediates with and counsels fellow board members.

Vice President

The vice-president of the board traditionally serves as the backup for the board president. However, the vice-president is usually assigned additional specific duties such as chairing a committee, taking charge of board development activities or preparing for special board events. The vice-president works with the president to stay current on library business and board operation so that the vice-president would be able to assume the president's duties if the president could not carry them out. The vice-president is often considered the logical successor to the president when the current president vacates the position.

Secretary

One board member has traditionally served as secretary. However, since library business is more complex and all board members are needed to participate in deliberations, perhaps the traditional role of the board secretary needs to be reexamined. For example, could the board meeting minutes be taken by a staff member so that the board secretary can fully participate in board meetings? Perhaps the board secretary's job could be that of reviewing the minutes for accuracy. The board secretary could still carry out the traditional role of handling board correspondence because this is typically done outside of board meetings.

Election of Officers

The purpose of electing officers is to place the best people into leadership positions. It shouldn't be a popularity contest, a struggle between factions for a power position, or just "whoever will say yes." Choose officers who are well suited for the position and have the necessary skills.

Chapter 6: Board Meetings

The board's responsibilities are carried out at board and committee meetings. How the meetings are conducted can make the difference between an effective or an ineffective board.

Open Meetings Law

It can be difficult for board members to conduct a meeting and speak candidly with the public or media representatives watching and listening. Board members may feel they must be overly responsive to those listening, and the result can be a meeting that seems more for the audience than for the library board. Some board members may be so intimidated by an audience that they don't speak at all and all sides of the issues are not considered. Even though it may be challenging to conduct a meeting in public, attempting to circumvent the Open Meeting Law is illegal and unnecessary. Your board can function well in the open and within the law. Here are a few suggestions:

Public library board meetings are subject to the Open Meeting Law, Iowa Code, Chapter 21. Public libraries, like other tax-supported agencies, must operate in the best interest of the public. The Open Meeting Law, requiring that all meetings of government bodies be held in public, is designed to protect the public from secret dealings by public boards. Public notice of the date, time and place of board meetings, must be posted at least 24 hours before the meeting. Very simply, **this statute is a protection against abuse of public power**. At least one public library board in Iowa has been investigated in recent years and was found to have violated the Open Meeting Law. To be sure your board operates within the Open Meeting Law, read more details about it in Chapter10.

Keep in mind that you have been chosen to represent a large number of people. The people who show up at a board meeting usually represent a very small percentage of your constituents and should not have an undue influence on your actions.

Have a clear policy about regulating the activity of people who attend your board meetings. If you have a public forum section of the agenda, keep in mind it is a time for listening, not uncontrolled debate. Set a time limit for the open forum and explain the rules for those who want to speak. State in your policy that the board will listen, but will not respond during the meeting to those who speak during the open forum. If a response is needed, it should come at a later time when the board has had time to deliberate the issue, to seek more information, or to take recommendations from the director.

Understand that your board meeting is a meeting conducted in public, not a public meeting. In other words, the public, and possibly media representatives, are there to watch the board work, not to participate in the board meeting (except for the open forum above).

Responsibilities of Board Members

The board president runs the meetings and keeps the board moving toward good decisions. However, it is each board member's responsibility to:

❑ prepare for and attend all meetings
❑ arrive on time
❑ take an active part in discussions, but not dominate or get the board off track
❑ use parliamentary procedure and abide by any state laws that apply to your meetings
❑ practice the arts of listening and compromise; work towards consensus on issues
❑ focus deliberations on the mission of the library and the best interests of those you serve
❑ publicly support the board decisions.

The agenda packet should be sent to you several days before the meeting. Board meetings will be shorter and more productive if all board members are familiar with the agenda and related materials. If you have questions, ask the library director prior to the board meeting. Study the agenda so you understand what is expected of you at the meeting. Which agenda items will require a vote? Which ones will require only discussion and input from board members?

Arrange your calendar so that you can attend all board meetings. When board members are absent, all perspectives on the issues may not be explored and there is a greater possibility that poor decisions will be made or that decisions will be delayed. The board's effectiveness and productivity will suffer if all members do not attend and participate in board meetings. If too many board members are late or absent, a quorum may not be present and the board cannot conduct business. (Unless otherwise defined in the by-laws, a quorum is a majority of board members. For example, the quorum for a seven member board would be four board members.)

Some issues will require that you seek input from your constituents in the community before the board can make a decision. Don't assume how constituents feel about an important issue. As the connection between the community and the library, solicit community input regularly.

Even though you research issues and prepare before the meeting to discuss those issues, it is unethical to decide how you will vote on an issue before the board meeting or to promise constituents you will vote either for or against an issue. Your decisions should be made only after deliberation in the meeting with other members of the board and when all sides of the issue have been explored.

Parliamentary Rules

Board meetings should be conducted according to parliamentary rules, such as Robert's Rules of Order, or some other parliamentary procedure guide agreed on by all board members and stated in the by-laws. These rules are intended to set a businesslike and courteous tone, allow for ample discussion of the issues, protect the right of all board members to be heard on the issues, and not allow the discussion to get out of control.

You should have a basic understanding of parliamentary rules so that you can be a part of the process of moving quickly and efficiently through a meeting agenda. When a disagreement among board members occurs about the way to proceed, consult the parliamentary guide.

Parliamentary rules are intended to ensure that the rights of all board members are protected and meetings move towards action. Using parliamentary rules for the purpose of impeding the meeting process is unethical and detrimental to the team atmosphere.

Agendas

Your board meeting should run according to an agenda prepared by the director and the board president. (A sample agenda is included in the Appendix.) The purpose of the agenda is to set a clear direction for the meeting. The board president will ask the board to formally vote to approve the agenda at the beginning of the meeting. When the board approves a written meeting agenda, board members agree to discuss the issues on the approved agenda in the order listed.

Though the board president and the director prepare the agenda, the agenda is the board's plan and all board members have a right to place items on it by bringing items to the attention of the director or the board president in advance of the board meeting. Avoid placing issues on the agenda at the last minute because the rest of the board has not had time to consider the issue and will not be ready to discuss it. Equally important, placing an item on the agenda at the last minute does not give members of the public notice that the issue will be discussed.

Socializing with other board members is important to strengthening the board, but socializing needs to be done before and after the meeting, and kept to a minimum during the meeting. The meeting should have a friendly, businesslike tone always focused on the agenda item at hand.

Minutes

The meeting minutes, when approved by a formal vote or by consensus of the board, are the official legal record of what happened at the board meeting. The minutes are also an important communication between the board and your constituents. New board members should examine the minutes of board meetings for at least the past year to obtain a good perspective on the issues the board has faced and how the board handled them.
Board members may request corrections in the minutes before the board accepts the minutes as a record of the previous meeting. But board members do not have a right to demand that their reasons for voting a certain way or their detailed views about an issue be recorded in the minutes. Every board member should have had an opportunity to express their views prior to the vote on any issue. Members' "yes" or "no" votes represent their views on the issue.

Reports

During the meeting, board members will hear reports from committees, the director and staff. The reports will provide the background and information the board needs to deal with the issues on the agenda for the rest of the meeting. Often, the reports will conclude with a recommendation for board action. If those reports were in written form and sent to the board members prior to the meeting, you should be well prepared to take action on them without having them read to you during the meeting. Those presenting reports during the meeting should simply highlight information, clarify items and answer questions.

Motions

A motion is a formal request or proposal for the board to take action. Motions usually come from two major sources, committee reports and director recommendations, but board members may make motions at any time in accordance with the parliamentary guide. To make a motion, you simply address the chairperson and say, "I move that..." and state the action you wish the board to take. Most motions require that another board member support the request for action by seconding the motion.

Once the motion is seconded, it is restated by the chairperson. The board then begins discussion of the motion. Some motions, such as the motion to adjourn, do not require discussion. By requiring a motion on an issue prior to discussion, the board focuses discussion on agenda items only and stays on track.

After a motion is made and seconded, there should be plenty of time to discuss all the pros and cons of the issue. At the same time, the chairperson and all board members must work to keep the discussion moving towards a decision.

Once the motion has been discussed thoroughly, the chairperson will call for board members to vote on the motion. You may be asked to vote by saying "aye" (yes) or "nay" (no) in a voice vote, by a show of hands or in a roll-call vote. Your vote will be recorded in the minutes.

Abstaining on a motion before the board is appropriate only when you have a conflict of interest pertaining to the issue before the board. Otherwise, you are appointed to express an opinion on the issues and abstaining expresses no opinion.

Once the vote is taken, the chairperson will declare that the motion passes or fails. Upon completion of an item on the agenda, the chairperson moves on to the next agenda item.

> Your board team will have to make many decisions from setting meeting times to deciding whether or not to build a new library. Good decisions are made through a process that includes enough information, expert advice, experience, vision and exchange of ideas among board team members.

The Decision-Making Process

Board deliberations should follow this process:

1) <u>Define the issue clearly</u>.

The best way to define the issue is to make a motion. If you are not clear about the intent or meaning of the motion, ask the maker of the motion to clarify. It may be necessary to ask that the wording of the motion be amended for clarification. The chairperson should make it clear to all what a positive or a negative vote means.

2) <u>Study the information</u>.

Good information will help the board understand the issue and make good decisions. The director and committee reports are standard sources for information about the issues that come before the board. Call on outside experts when necessary.

Board members are not appointed for their expertise and experience in running a library, but rather their ability to ask the right questions, draw upon their experience and leadership skills, and make good, informed decisions for the good of the library and community.

3) <u>Consider the alternatives</u>.

Approach every issue with an open mind. Play the "devil's advocate"; ask the tough questions and encourage other board members to voice their opinions.

Even a strong recommendation from the director or a board committee must not be accepted without a hard look at the possible alternatives. The director and committees should be expected to provide a list of alternatives they considered in arriving at their recommendation.

4) <u>Seek assistance</u>. Expect a recommendation from your director. Seek help from outside the board, including attorneys and other specialists who can guide you in making decisions. Remember that no matter who recommends what or who advises you how to vote, the board has the ultimate responsibility for the decisions that are made.

5) <u>Assess the issue in light of your mission and long-range goals</u>. Every decision the board makes should be consistent with the mission of the library and its long range plan and be for the greatest good of those who use the library.

6) <u>Project the consequences</u>. This is where the board member's vision comes in. A board decision cannot be made in isolation. You must consider how this decision will affect people, programs and plans. How will the community be affected by your decision? Are there possible legal problems with this decision? Will a decision to spend money in one area mean that less money will be available for other areas?

7) <u>Reaching a decision</u>. Set aside personal bias and emotions and cast your vote for what you think is the best decision for the library.

Many of the decisions your board team makes will be done by consensus. Consensus simply means that all board members can live with and support the decision, even though it may not be each board member's first choice. To reach consensus, an issue is discussed until agreement among all board members is reached. This method is more time-consuming, but it has advantages over the majority vote. Building consensus helps avoid creating a "win/lose atmosphere and forces a board to discuss an issue more thoroughly. Compromise is at the heart of arriving at consensus. Once a decision is made by the board as whole, you should support it regardless of how you voted.

> You should not vote if you have a **conflict of interest**. This occurs when a conflict exists between a board member's obligation to the public and his/her own personal interest. The board should have a policy defining conflict of interest which states whether a board member may discuss and/or vote on an issue when that member has a conflict of interest.

Committees

The many and complex issues facing your board cannot always be handled efficiently by the full board. Some issues may be assigned to board committees for study with the understanding the committees will make recommendations to the full board. Committee work is a good place for board members to offer any special expertise and to learn more about the library.

The purpose of creating a committee is to extend the capabilities of the board. Committees are not autonomous groups with loose connections to the board, but rather extensions of the board and always responsible to the full board. Committees have no power or authority beyond what is granted to them by the full board. The only action committees can take is to study the assigned issue and make recommendations to the full board about the issue.

Occasionally, committee members may be selected from people outside the board so that additional expertise can be utilized by the board through the committee. Involving non-board members also builds ownership among other members of the public and opens a new avenue of communication between the library and the community.

> Committees:
>
> ❑ Extend the capabilities of the board
>
> ❑ Have no power other than to make recommendations to the full board
>
> ❑ **Are subject to the Open Meetings Law** if they involve a majority of board members. A meeting is defined as "a gathering of a majority of the members of a governmental body (library board) where there is deliberation or action upon any matter within the scope of the (library board's) policy making duties." Even an informal meeting of library trustees would be subject to the Open Meeting Law if there is a majority of the trustees at the gathering and library business is discussed.

The board should receive regular reports from each committee about its progress. Board members not on the committee should feel free to ask questions and get clarification from committee members. Since the purpose of the committee is to save time for the board, avoid repeating work the committee has done.

Your board may already have standing or permanent committees that are described in the bylaws of the library and function year round. As certain important issues arise, the board may also appoint temporary or "ad hoc" committees to study those issues for the board.

At certain times, the board may meet as a committee of the whole. This is done to allow time for in-depth discussion of one subject. The issue is then presented as a committee report at the regular board meeting where formal action is taken.

Your board may also have an executive committee. This committee is usually composed of the board officers and the director. It often has limited powers to act for the board in emergencies, but must have all actions ratified by the board at the next regular meeting.

Approach committee meetings as seriously as you do the regular board meetings. Prepare for the meetings, attend the meetings and take part in the discussions. If you have an assignment from the committee, complete it on time. Learn the mission of the committee, when and where the committee meets, and the names of other members. Examine the history of the committee and the minutes of their meetings for at least the past year.

Help your committee stay focused on its responsibility. Although committee meetings are usually not as formal as a full board meeting, they should have a chairperson, agenda and goals. When the committee completes its work, there should be a clear result that can be reported to the full board.

Bylaws

Bylaws are rules written and adopted by an organization for operating its own meetings or affairs. (Sample bylaws are included in the Appendix.) Since the library ordinance is the law which covers the governance of the library, the bylaws must be consistent with the ordinance and not more restrictive. The library board should establish procedures for amending and changing the bylaws. Bylaws may be changed by a vote of the board as often, or as infrequently as necessary.

Rules typically found in the bylaws include:

- ❑ dates, times and frequency of meetings
- ❑ establishment of a quorum
- ❑ order of business for regular meetings
- ❑ procedure on special or called meetings of the board
- ❑ standing committees and their membership
- ❑ purpose and appointment of standing and special committees
- ❑ meeting at which officers are elected
- ❑ whether officers can be re-elected and if so, how many times
- ❑ the responsibilities of each office
- ❑ parliamentary guide used by the library board
- ❑ amendments to the bylaws

Chapter 7: Evaluating Board Effectiveness

> Successful boards pay attention to the process of how they operate and hold themselves accountable for good performance. Take time every year to formally evaluate board performance. The purpose of the evaluation is not to find fault with board members or the full board, but to identify strengths and areas for improvement. The board evaluation should be followed with a plan to improve.

There are two assessments that follow, one for you as an individual board member and one to assess the board as a whole. Feel free to photocopy and use these assessments.

Individual Library Board Member Assessment
(for individual use and typically not shared with others)

Please check the box for those statements you are in total agreement with.

[ ] 1. I am familiar with the library's mission statement and plan of service.

[ ] 2. I am familiar with laws that apply to libraries.

[ ] 3. I am familiar with the board's bylaws and library policies.

[ ] 4. I attend board meetings regularly.

[ ] 5. I am available to serve on committees as needed.

[ ] 6. I come to meetings having already read the information relevant to that meeting.

[ ] 7. I understand and am comfortable with the board's decision-making process.

[ ] 8. I willingly abide by majority board decisions and support them publicly.

[ ] 9. I treat other board members with respect and listen openly to their opinions.

[ ] 10. I understand and respect the different roles/duties of the library director and board.

[ ] 11. I route my requests of staff through the library director.

[ ] 12. I encourage and support the library director in achieving our organization's goals.

[ ] 13. I visit my library frequently enough to be familiar with services and to identify potential need.

[ ] 14. I am a member of a civic organization.

[ ] 15. I am a library advocate to civic groups and community organizations.

[ ] 16. I keep abreast of legislation and the impact it has on the library community.

[ ] 17. I have established a relationship with my local and state representatives and discuss library issues with them advocating for their support.

[ ] 18. I belong to a state or national library organization.

[ ] 19. I have read state or national library organization journals over the past six months.

[ ] 20. I have attended at least two library events in the last year.

(*If each checked box represents 5 points – all boxes checked would equal 100.*)

Library Board Assessment
(Done individually and discussed as a board)

Instructions: Rank the following with 5 being "most definitely" and 1 being "no/never"

	5	4	3	2	1
1. The board has a method in place for the recruitment and recommendation of trustees for open positions.					
2. The board has a method in place for new board member orientation and ongoing board member training.					
3. The board stays abreast of the financial status of the library and its funding sources.					
4. The board sets the direction for the library through planning.					
5. The board has adopted a mission statement for the library and uses it to drive planning choices.					
6. The board reviews and adopts the budget.					
7. The board adopts the budget after the annual planning is complete.					
8. The board ensures that the budget covers goals and objectives set during the planning process.					
9. The board evaluates the library director annually based on the success of set goals and/or expectations.					
10. The board feels free to communicate problems to the director in a timely manner.					
11. The board requires regular written updates from the director on progress toward the annual plan and goals.					
12. The board is familiar with state and federal laws governing libraries.					
13. The board has established bylaws to oversee its governance.					
14. The board has established clear policies to govern and guide library operations.					
15. The board continually reviews and updates the library's policies.					
16. The board pays more attention to the ends than the means – to *what* will be accomplished versus *how* it will be done.					
17. The board safeguards the public's First Amendment and Intellectual Freedom rights by protecting freedom of access, while also being open to the public's comments.					
18. The board is aware of patron privacy protections under the Iowa Code and ensures that its policies are consistent with the law.					
19. The board is representative of the community it serves.					
20. The board is politically active, advocating for libraries in the public policy arena.					
21. The board effectively represents the library to the community.					
22. The board annually assesses its own performance.					
23. The board receives information needed to make informed decisions in a timely manner.					
24. The board allows time at each meeting for discussion of emerging issues and trends.					
25. The board encourages open discussion and expression of dissenting opinions during board meetings.					

26. The board speaks with one voice after a vote is taken.					
27. The board recognizes and thanks staff and volunteers for their accomplishments.					
28. The board projects a positive internal image.					
29. The board projects a positive external image.					

If the Board has standing committees:

31. The board is effective in using its committee structure to accomplish its work.					
32. The board has established, clear, written guidelines for committees.					

In which of the major categories above does our board show real strengths? In which of the major categories above does our board need improvement?

Self Assessment and Board Assessment based on material created by Douglas County (CO) libraries in conjunction with Arapahoe Library District, www.DouglasCountyLibraries.org, 2004.

Chapter 8: The Library / City Relationship

The public library is an important city service, particularly when it comes to quality of life. Although the library board has more autonomy than most city departments, it is shortsighted to think of the library as "separate" from the city. It is better to think of the city and library as a team working together to make life in your community the best it can be.

Your relationship with the city is critical if for no other reason than the city makes decisions about the library's funding. But it's more than just the funding. If the library and city have a good relationship, your community wins. It wins because the library can focus on serving the needs of the community rather than on feuds that drain everyone's time and energy.

One of the most important ways you can strengthen your official relationship with the city is to keep communication open:

- ❑ Keep the city informed about board decisions
- ❑ Come to a council meeting once a quarter and make a report about the library
- ❑ Educate the council regarding the role of the library and Direct State Aid requirements
- ❑ Keep the city informed about unexpected revenue (required by Iowa Code section 384.20)
- ❑ Invite the city council to hold meetings at the library
- ❑ Ask the mayor, city council, city clerk to be part of a library program

> Just like any important relationship, you will want to invest time and energy into your relationship with the city. First, talk with the library director about how best to sustain and build the relationship with the city. Once the board and director agree on how to proceed, take the initiative for building a good relationship with your city by getting to know the mayor, city council members, city clerk, city administrator and/or other city staff as people.   Talk to city officials and staff when they are in the library, at community events, in the grocery store or at Little League. Get to know their interests and ask the librarian to occasionally send information from the library they'd appreciate.

Knowing how the library is important to city leaders will help you tell the library's story whether talking to a city official at a council meeting or in the parking lot. In 2004 and 2006 the State Library informally asked city leaders, including city clerks, "What are the three most important things a library does for its community?" The results from the two surveys were identical and affirmed the significance of the public library. For city leaders, the three most important things a library does for its community are:

- ❑ Help children develop a love of reading
- ❑ Provide computers and Internet access for people who don't have them
- ❑ Provide books and movies for pleasure and recreation

In addition to keeping communication with the city open, another way to build the relationship is to support city efforts:

- ❑ Work directly with the city on community development
- ❑ Volunteer readily for community events
- ❑ Communicate ideas and concerns to the city

Withholding information, making negative comments about the city and/or looking at the city as the enemy are guaranteed to harm your library and the community it serves.

Are library employees city employees?

Public libraries do not exist without their cities; the cities created them. Iowa Code chapter 392 is entitled "City Administrative Agencies" and section 392.5 is entitled "Library Board." Therefore, libraries are considered city administrative agencies. Public library employees are city employees because the public library is a city agency. Iowa Code section 392.1 explains the relationship between cities and their administrative agencies.

Public library employees' salaries are paid from the city's general fund in the form of an appropriation; that makes public library employees city employees. If the city offers benefits to some city employees but not others, that is a discriminatory practice. An Iowa Attorney General's Opinion dated March 18, 1976, states in the last paragraph: "It is the view of this office that the library board has express power to hire and fire the librarian and other library employees. However, it must be remembered that all such employees are employees of the City of Davenport and the library board is an agency of the city deriving its power under the municipal code."

Chapter 9: Library Funding, Finance and Budget

It is essential for library trustees to:

- ❑ Be familiar with their budgetary powers
- ❑ Know where the money comes from
- ❑ Understand the budgeting process
- ❑ Determine the level of funding needed by the library
- ❑ Work to secure the needed funding
- ❑ Approve an annual library budget

The library director is a partner with the library board on financial issues, and is responsible for communicating needs and proposing the budget to the board.

Budgetary Powers of Library Boards

Library boards typically have a great deal of power over the library budget. Most library ordinances authorize control of the library budget by the board of trustees including the authority to approve expenditures and to move funds from one line item to another. It's important to be familiar with your library's ordinance because this is the law for your library. It's also important because library ordinances vary from community to community. Compare the excerpts from the sample ordinance below to your library's ordinance.

The board shall have and exercise the following powers and duties:

Section 6, Powers and Duties, subsection 9: "To have exclusive control of the expenditures of all funds allocated for library purposes by the council, and all moneys available by gift or otherwise for the erection of library buildings, and of all other moneys belonging to the library including fines and rentals collected, under the rules of the board."

Section 6, Powers and Duties, subsection 10: "To accept gifts of real property, personal property, or mixed property, and devises and bequests, including trust funds; to take the titles of said property in the name of the library; to execute deeds and bills of sale for the conveyance of said property; and to expend the funds received by them from such gifts, for the improvement of the library."

Section 9, Library Account: "All money appropriated by the council from the General Fund for the operation and maintenance of the library shall be set aside in an account for the library. Expenditures shall be paid for only on orders of the board, signed by its president and secretary."

Please note:

(a) Having a library account can be accomplished by establishing a separate subsidiary fund within the City's General fund. Separate bank accounts are allowable, but not required.

(b) The library board's powers cannot be changed without an election. As stated in Iowa Code 392.5, *"A proposal to alter the composition, manner of selection, or charge of a library board, or to replace it with an alternate form of administrative agency, is subject to the voters of the city."*

The State Library recommends that the city do the financial accounting, write checks for the library's expenditures after authorization by the board and submit monthly financial reports to the board. Regardless of how your library handles the financial accounting and paying bills, it is important to understand that the city has a responsibility to account for all income and expenditures as stated in the Iowa Code, (see below). **While the library board has the authority to decide how library funding is spent, it still needs to report all income and expenditures to the city.**

Iowa Code 384.20 SEPARATE ACCOUNTS.

"1. A city shall keep separate accounts corresponding to the programs and items in its adopted or amended budget…

2. A city shall keep accounts which show an accurate and detailed statement of all public funds collected, received, or expended for any city purpose, by any city officer, employee, or other person, and which show the receipt, use, and disposition of all city property. Public moneys may not be expended or encumbered except under an annual or continuing appropriation..."

City and County Library Funding

Both city and county support of public libraries is mandated by Iowa Code section 256.69, which says, "…Each city within its corporate boundaries and each county within the unincorporated area of the county shall levy a tax of at least six and three-fourths cents per thousand dollars of assessed value on the taxable property…for the purpose of providing financial support to the public library which provides library services within the respective jurisdictions."

In other words, a tax of at least $.0675 per $1,000 assessed property valuation must be levied by each county and city to provide financial support to the public library which provides them with library service. The tax of at least $0.0675 per $1,000 of assessed property required by the Code is an outdated and inadequate minimum. No public library in Iowa could keep its doors open if it were funded at this level. Most cities fund their libraries far above the minimum required by the Code.

Public libraries receive their primary funding from the city's General Fund which is raised by levying property taxes. In Iowa, there is a cap on the amount a city may levy for the General Fund of $8.10 per $1,000 of assessed property valuation. Approximately 80% of Iowa cities are at this limit and therefore, additional revenue comes only from increased valuation of property or from special levies such as the special library levy described in the next section.

Your library may also receive funding from nearby cities that don't have their own library. To meet the requirements of Iowa Code section 256.69, these cities contract with a library to obtain library services for their residents.

Public libraries are also funded from the county's rural services fund which includes road clearing, weed eradication and sanitary disposal. The maximum levy for rural services is $3.95 per $1,000 of assessed value in the unincorporated areas.

Funding Disparities

There may be significant disparities between your city and county library funding. The chart below illustrates the statewide disparity.
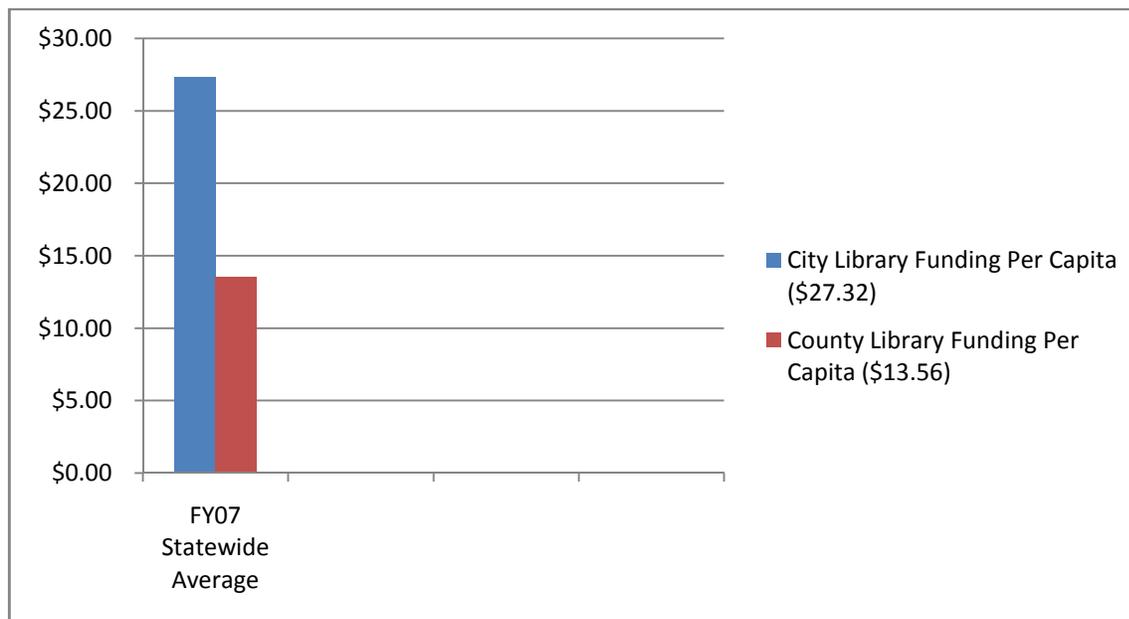
If you find a similar disparity for your library, work with your library director to approach the county for increased funding. The same is true with contracting cities (cities that contract with your library for library service). Your city may be funding the library 10 times more per capita compared to what a contracting city is paying per capita.

The Commission of Libraries, the State Library's governing board, encourages public library boards to address funding disparities for the following reasons:

❑ Adequate funding is essential for providing high quality library service
❑ All Iowans should provide equitable financial support for library service
❑ It is not equitable for one group of Iowans to pay one rate for library service while another group gets the same service for a substantially discounted rate

Special Library Levy

The special library levy (also called the 27 cent levy) is a potential source of additional funding for public libraries allowed by the Iowa Code, section 384.12 (21). It allows cities to levy an additional tax of up to $0.27 per $1,000 assessed property valuation in order to provide better library service. There is a petition and referendum required to pass the levy. The levy must be passed by a simple majority in order to be enacted. The odds of passing the special library levy are very good. Out of 11 cities that had the levy on the ballot in 2007, 10, or 91%, passed the levy. Similarly, in 2005, out of 18 cities which voted on the levy, 14, or 78%, passed it.

The levy question is put on the ballot in regular city elections, held in odd numbered years. Detailed information about the special library levy is available at
http://www.statelibraryofiowa.org/ld/funding

State Funds

Public libraries receive state funding through the **Enrich Iowa** program which includes Direct State Aid, Open Access and Access Plus.   The funding for Enrich Iowa is appropriated by the Iowa Legislature and approved by the Governor.

Direct State Aid is distributed to public libraries based on meeting the standards in *In Service to Iowa: Public Library Measures of Quality.* The three part formula includes:

❑   Base amount ($1,000, $2,000 or $3,000) depending on whether the library meets Tiers 1, 2, or 3 of the standards
❑   Per capita amount ($0.20, $0.40 or $0.60) depending on whether the library meets Tiers 1, 2, or 3 of the standards
❑   Three percent (3%) of the amount of funding received by the library in the previous year for service to rural residents and to contracting communities (The percentage is the same for all tiers.)

However, because the Direct State Aid program has not been fully funded by the State of Iowa, libraries receive a percentage of the amount they would receive with the formula.

Open Access is a reciprocal borrowing program which enables library customers from a participating library to check out materials, in person, free of charge, at over 600 Iowa libraries participating in the program. Libraries participating in Open Access are subsidized by the State Library for each item loaned to a nonresident user. Open Access funding supplements, not replaces, local funding.

Access Plus is an interlibrary loan reimbursement program intended to provide Iowans equal access to library resources by encouraging and supporting resource sharing among different types of libraries. The program, administered by the State Library, pays a subsidy for each item loaned to eligible Iowa libraries. Access Plus funding supplements, not replaces, local funding.

Federal Funds

Through the Grants to States program, the Institute of Museum and Library Services (IMLS) provides federal Library Services and Technology Act (LSTA) funds to state libraries, including the State Library of Iowa, using a population-based formula. In Iowa, LSTA funds are used primarily to support statewide library development initiatives and services such as: the annual summer library program; building the skills of library staff in order to better serve Iowans; statewide access to online reference databases such as EBSCOhost and FirstSearch; interlibrary loan network through State of Iowa Libraries Online (SILO); Iowa Center for the Book; standards for public libraries.

Community Foundations

Iowa Community Foundations are tax-exempt charitable organizations created by and for Iowa communities to give people a way to give financially to their communities. There are approximately 115 covering all parts of the state. Community foundations:

❑ Are local organizations with deep roots in the community
❑ Offer personalized service tailored to each individual's charitable and financial interests.
❑ Help people invest in the causes they care about
❑ Can accept a wide variety of assets, and can facilitate complex forms of giving

A number of public libraries already apply for **grants** from their community foundation. This is a good practice, but consider taking it a step further. Your library board could also **establish a fund(s)** within your community foundation. The potential benefits of are:

- ❑ They provide a vehicle for donations
- ❑ The library doesn't have to go through the process and expense of establishing its own foundation
- ❑ With the competition for city funding, a community foundation fund can be a source of library funding over the long term
- ❑ Administrative services including funds management and reporting are handled for the library (Community foundations charge an administrative fee of between 1-2%.)

For each fund there is a written agreement which states the fund's particular purpose, who makes decisions about the fund and how the funds are disbursed. Ask about setting up your fund(s) so that the library board makes decisions about the fund and how the funds are disbursed.

Be aware that the community foundation is legally responsible for the funds and may request brief reports from the library to make sure the funds are being used in accord with the stated purpose. You will also want to keep in mind that endowed funds are intended to exist in perpetuity, and may implement **an annual spend rate not to exceed 5 percent**. If you are raising funds needed for a project taking place in the next few years, such as a building project, you would not want to tie up your funds in an endowed fund.

Learn more about your community foundation at http://www.iowacommunityfoundations.org

Library Foundations

When a library foundation is established, it becomes a vehicle for gifts, bequests, memorials, fund-raisers, capital campaigns, etc. The library foundation functions as a separate entity and can attain 501(c)(3) status from the Internal Revenue Service. Gifts to this foundation are tax deductible to the donor. One factor which makes setting up a foundation extremely attractive is that many donors such as corporate foundations will give only to organizations that have 501(c)(3) status.

Of course, the library board may also accept monetary gifts and bequests without establishing a foundation. In order to earmark the funds, and demonstrate compliance with the terms of the gift, the board will need to ask the city to establish a library trust account. See "Trust Accounts" section for additional guidance. Gifts or donations made directly to a public library are also tax deductible. Any income the library receives directly must be reported to the city because of its responsibility to account for all income (and expenditures) as required by Iowa Code section 384.20.

A helpful publication is *Forming and Funding Public Library Foundations* by Faye Clow, former director of the Bettendorf (Iowa) Public Library Information Center. It may be borrowed from the State Library or is available for purchase from the Public Library Association in care of the American Library Association.

Friends of the Library Groups

A Friends group can help raise funds for special library projects. Friends groups are excellent at attracting publicity and encouraging good public relations and good will for a library. A foundation, described above, may act as a Friends group.

The Friends of Libraries USA (FOLUSA) Web site is a good source of information, particularly their Fact Sheets, http://www.folusa.org/resources/fact-sheets.php.   Another resource is *Friends of Libraries Sourcebook*, published by the American Library Association and available to borrow from the State Library.

Private Grants

Private foundations, businesses and corporations may award grants to assist local libraries with programs, services or building projects. Many times the grants are from local or regional organizations or businesses that wish to give something back to their communities. *The Foundation Directory* is printed yearly and is a source for private grant information. More information about grants is available on the State Library's Web site, http://www.statelibraryofiowa.org/ld/funding

Budgeting Process

Throughout the budget process, boards and directors must:

- ❑ have the money to spend
- ❑ have the authority to spend it
- ❑ be accountable for the spending

Boards and directors need to anticipate how much money they expect to receive from **all revenue sources**.   Even gift money and memorials have to be estimated and budgeted before the money can be spent. This all has to happen within the framework of the city's budget process. Revenue from all sources should be reflected in the library's budget documents before the board proceeds with spending.

The budget process serves three basic purposes:

- ❑ **Accountability:** In their stewardship role, the trustees have a fiduciary responsibility to use public funds wisely and in compliance with applicable laws, regulations, contracts, etc. This includes spending the funds needed to provide library services to the community, planning for future needs such as equipment replacement but not hoarding funds or "saving for a rainy day."

- ❑ **Decision-making:** The trustees need accurate, timely, and reliable information to make effective decisions.

- ❑ **Openness:** The public has a right to be informed about the financial conditions and operations of the library.

Library Budget Calendar

The fiscal year for Iowa cities, including the library, is July 1 through June 30. Following is the city budget calendar.

July 1: The budget process for the next fiscal year begins shortly after the beginning of the current fiscal year; in the course of doing the library annual report, the library director should gather information for the trustees to review in developing the budget. Some questions trustees should ask are:

- ❑   Did more people use the library this year?
- ❑   Are people using the library in different ways?
- ❑   Were the prior year's line item costs accurate?
- ❑   Is there a need for more programming?
- ❑   Have there been requests for new services or technology?
- ❑   Are there better ways to serve the community through the library?

August-November: The library director is responsible for drafting the budget request and the board of trustees is responsible for the final approval and adoption of the budget request before it is sent to the city council. Items to consider when setting the budget request include:

- ❑   reviewing the plan for the library
- ❑   projecting anticipated expenditures
- ❑   deciding library priorities
- ❑   projecting anticipated revenues

Part of the anticipated revenue includes the amount of county funding the library will receive. Trustees are responsible for requesting funds from the county supervisors. Depending upon the county, the request may be made by each library board in the county, or by a representative of the county library association.

December-January: The library trustees and director, present the budget request to the city council. The city sets the criteria for what the presentation will include, and library budget requests usually proceed through city budget schedules. Although library budget requests are subject to many of the same guidelines as other city departments, the city has authority to approve only the bottom line amount. Trustees have line item control, and determine staff salaries and other individual parts of the budget.

January-March: The city council holds budget work sessions and adopts a final proposed budget. Hearings for adoption are held and the budget goes to the county auditor in March for certification.

July 1: The certified budget takes effect.

Budget Management

Financial Reports

 The library director should provide trustees with monthly financial reports which review:

- ❑ current list of bill
- ❑ year-to-date figures
- ❑ total budget
- ❑ balance of budget
- ❑ explanation of major changes

Since no library funds may be spent except by motion of the board, the trustees need financial reports (including bills) in advance in order to be prepared to question them and vote on them at the board meeting. Invoices and bills approved by the board and signed by the designated board authorities (usually the board president and secretary) are then sent to the city clerk for payment. A copy of the monthly financial report may be included with the invoices for informational purposes.

Monitoring the Budget

While the board should delegate the power to purchase materials, supplies and other goods to the library director, it should be aware of all purchases and monitor the budget monthly throughout the year. When reviewing the financial reports, look for yearly patterns of expenditures, such as energy bills in the winter, special program costs such as those associated with summer library programs and purchases of supplies and materials that occur once or twice a year.

Compare budget figures with actual amounts:

- ❑ Is the income as you expected?
- ❑ How do actual expenditures compare with budgeted amounts?
- ❑ Are there funds not being spent?
- ❑ Are there unusually high and low expenditures?

If there are variations you don't understand, ask the library director to explain them. Depending on the information you receive, the board may need to adjust and/or amend the budget. The majority of Iowa library ordinances allow the library board the authority to shift funds from one line item to another as needed. The library may need to coordinate an amendment to the city's certified budget as discussed below.

The library and city finance officer should monitor the library appropriation to ensure sufficient funds are available prior to board approval of library disbursements or expenditures and to ensure timely amendment to the certified budget, if necessary.

Amending the Certified Budget

The library may spend only the amount budgeted within one fiscal year. However, sometimes during the budget year there is unexpected revenue that the library wishes to spend. If the library receives additional income from any source, it cannot be spent unless the certified budget is amended to include this additional income. No city department, including the library, should spend more than has been budgeted for its department <u>unless</u> the certified budget is formally amended by the city council.

Most cities routinely amend their certified budgets and library budget amendments, if any, should be included in these amendments. Amendments must be approved and published by city officials before May 31 of the current fiscal year, the statutory deadline for city budget amendments.

The city clerk or city budget manager should be consulted to determine the date when the library's amendment must be submitted for inclusion in the city's amendment hearing. A legal form for requesting an amendment will be provided by the city.

Trust Accounts

Iowa Code 384.3 states that all money received for city governmental purposes from taxes and other sources "must be credited to the general fund of the city, except those monies received for the purposes of...trust and agency funds...." Funds unused by governmental agencies at the end of the fiscal year (June 30) may revert to the general fund of the city. Funds remaining in the library account at the end of the year will revert unless the city has given authority to the library board to carry over the funds in the library account or <u>unless</u> the funds are designated to a trust account.

A trust account may be established for funds being saved for a particular project; if there is no purpose for the trust account other than accumulating money, the trust account may not be allowed. The library board, working with the library director, should plan for unexpected funds: Is there a need for an addition or new building for the library? Is new shelving needed? Are more computers needed? Does the library intend to automate or purchase a different automation system?

> One of the biggest mistakes a library board can make is to not have plans for unexpected funds. It is not unheard of for Iowa libraries to have funds diverted from the library to the city's General Fund because there were no plans for the funds and no encumbrances, or trust accounts established.

The money in a trust account:

❑ will carry over from year to year until the purpose for which it was established is accomplished
❑ is not to be used for day-to-day operation of the library unless the trust provides, such as an endowment trust
❑ will not revert to the city General Fund
❑ will be expended only by a motion of the library board and only for the purpose specified in the trust, such as the "library building project."

There are different types of trust accounts. A gift that allows the Library to spend both principal and interest would be accounted for in a "Special Revenue Fund, Expendable Trust" account. A gift that allows the Library to spend only the interest but not the principal would be accounted for in a "Permanent Fund."

If the library has plans for year end funds, the board should request that the city council pass a resolution to authorize carryover of the fund balance or establish a trust account. The resolution should indicate, among other things, the title of the trust, the purpose of the trust, and whether the interest on the fund is to be added to the trust. The city council then passes a resolution establishing the library trust account to accumulate funds for a planned purpose or project.

A word of caution: Gifts and donations given to a public library must be retained and accounted for by the public library. These gifts and donations are "public funds" upon receipt by the public library and may not be simply turned over or given to another private organization such as a library foundation.

Petty Cash Funds

Generally, petty cash funds are established for the payment of relatively small expenditures such as postage, deliveries or urgently needed supplies. Payment by check is not always possible or practical, so petty cash funds are established on an *imprest* basis to handle these small purchases. The Governmental Accounting, Auditing and Financial Reporting, (GAAFR) definition of "imprest account" states in part that this is "an account into which a fixed amount of money is placed for minor disbursements…."

As a public agency, the library's internal control over the petty cash fund is important and should be conducted openly. The petty cash should be placed in the custody of a specific employee who is authorized to disburse the fund in accordance with stipulated restrictions as to maximum amount and purpose. The following recommendations should be considered regarding petty cash funds:

❑ The petty cash fund should be established by Board action. The Board should approve a policy to authorize the maximum amount of the petty cash fund, the types of allowable disbursements, the method and frequency of replenishment and the authorized custodian.
❑ On a periodic/monthly basis, the petty cash fund should be balanced and replenished by check to the original established amount.
❑ All cash received or collected by the library should be recorded as a receipt and deposited in the bank. It is not acceptable to replenish petty cash with miscellaneous library receipts such as fines or copy fees.
❑ Petty cash funds should not be used to cash personal checks.
❑ Payment receipts should support petty cash payments. For example, these could include postage receipts, cash register receipts or other documentation to explain the petty cash item that was purchased or paid for.

Gifts and Memorials

Boards and directors need to anticipate how much money they expect to receive from ALL REVENUE SOURCES. Even gift money and memorials have to be estimated and budgeted before the money can be spent. This all has to happen within the framework of the city's budget process. Revenue from ALL sources must be reflected in the library's budget documents before the board can proceed with spending.

Encumbrances

An encumbrance is a purchase order or contract entered into by the library before the end of the fiscal year for goods and services not yet received. For example, a set of encyclopedias ordered for the library in June, but not delivered until after July 1, would be an encumbered obligation. The funds set aside in the budget for the encyclopedia would carry over to the next fiscal year because the obligation for the order was encumbered (or made) before the end of the fiscal year.

Audits

Each city in Iowa with a population of over 2,000 must be audited annually; cities with a population of 700 to 2,000 must be audited once every four years; cities having a population of under 700 may be audited, but are not required to have an audit.

As part of the city's audit, the library may be asked to provide financial records. Some Iowa libraries have an audit done simply as a safeguard of the library's finances. Also, a city audit including the library, may be required if federal funds in excess of $300,000 have been disbursed or expended during the fiscal year.

Library Budget: Roles and Responsibilities
of the Director, Board, and City

Library Director	Library Board	City Council and Mayor	City Clerk or Administrator
		Mayor appoints library board members with approval of city council	
Keeps library board informed of library activities, needs and concerns.	Stays informed about library activities, needs and concerns.		
Prepares a draft budget request.	Reviews draft budget request including line items.		
	Approves final budget request based on board approved priorities.		
	Supports and advocates for budget request when presented to city.	Appropriates bottom line funding for library.	
Explains monthly library expenditures to the board.	Approves monthly expenditures; ultimately and legally responsible for how funds are spent.		Pays expenditures approved by library board.
Provides library board with monthly financial reports	Review monthly financial reports; prioritizes needs to match available funding (has authority to shift funds from one line item to another as needed)		Provides library with monthly report showing paid expenditures and status of budget.
Informs city council, mayor, city staff about library activities, needs and concerns.	Informs city council, mayor, city staff about library activities needs and concerns.	Stays informed about library activities, needs and concerns.	Stays informed about library activities, needs and concerns.

Chapter 10: Legal Matters

It is important for board members to understand the essentials of a number of federal, state and local laws.   Please consider this chapter to be legal information, not legal advice — the application of law to an individual's specific circumstances. You should consult a lawyer if you want professional assurance that the information, and your interpretation of it, is accurate.

Library Ordinance

In Iowa, a public library is established by an ordinance adopted by the city council.   It is important to be acquainted with the library ordinance because it is the "law" under which the library exists. The library ordinance is part of the city code; if you have not been provided with a copy of the ordinance, request one from your library director. In the ordinance you will find:

❑   the number of board members, how they are appointed and their terms of office
❑   the powers and duties of the library board including its authority to set the librarian's salary and control the library's expenditures
❑   procedure for budgeting and approving bills
❑   reports required from the library to the city council

Most of Iowa's public libraries are established by an ordinance very similar to the sample ordinance in the appendix of this handbook. Libraries established after Iowa's Home Rule Act (1972 Acts, chapter 1088), may have an ordinance similar to the sample ordinance or it may be substantially different.

Changing the Library's Ordinance

"A proposal to alter the composition, manner of selection or charge of a library board, or to replace it with an alternative form of administrative agency, is subject to the approval of the voters of the city." (Iowa Code section 392.5)

> For sound reasons, changing the library ordinance is not simple. Most other city ordinances are changed through a vote of the city council. However, substantial changes to the library ordinance such as changing the number of board members, how board members are appointed, or their powers and duties, require a referendum vote. This means the issue is decided by a vote of the people in a city election.

A frequently asked question about the library ordinance is **"Our ordinance states that all seven members of the board shall be residents of the city. We would like one of the board members to be a rural resident. How do we proceed?"** Such a change to the library ordinance must be submitted to the voters in a city election. The library board may request that the proposed changes be placed on the ballot.   If a majority of the voters approve, the city changes the library ordinance in accord with the proposal.

Iowa Code section 392.5 protects library boards and the powers of library trustees against direct city control over libraries. This protection insulates library governance from political influence and safeguards intellectual freedom.

Financial Support for Libraries

*"... each city within its corporate boundaries and each county within the unincorporated area of the county shall levy a tax of at least six and three-fourths cents per thousand dollars of assessed value on the taxable property or at least the monetary equivalent thereof when all or a portion of the funds are obtained from a source other than taxation, for the purpose of providing financial support to the public library which provides library services within the respective jurisdictions." (*Iowa Code section 256.69)

Library support by cities and counties is mandated by Iowa law. Each city and county must collect taxes to provide financial support to the public library which provides library services within the respective jurisdiction. This includes incorporated cities which do not have a public library. These cities contract with a public library in a neighboring city to provide service to their residents.

For residents living in unincorporated areas, library service is included in the rural services fund under the 1983 Acts, chapter 123 on "County Finances, Funds and Levies." Included with libraries in this fund are road clearing, weed eradication and sanitary disposal. The maximum levy for rural services is $3.95 per thousand dollars of assessed value in the unincorporated area.

Open Meetings

*"This chapter seeks to assure, through a requirement of open meetings of governmental bodies, that the basis and rationale of governmental decisions, as well as those decisions themselves, are easily accessible to the people. Ambiguity in the construction or application of this chapter should be resolved in favor of openness." (*Iowa Code section 21.1)

Library board meetings are subject to the Iowa Open Meetings Law. Iowa law assumes that meetings are open. Iowans do not have to make a case to attend a governmental meeting such as a library board meeting. Board members should be familiar with the law and each member should have a copy of the *Iowa Open Meetings/Open Records Handbook*, available from the Iowa Freedom of Information Council Web site sponsored by the

Drake University School of Journalism and Mass Communication,

http://www.drake.edu/journalism/foi/open_mtgs_recs.html

Follow the Open Meetings Law to the letter when board business is routine to be prepared when controversial issues surface.

What is the definition of a meeting?

A meeting is defined as "a gathering in person or by electronic means, formal or informal, of a majority of the members of a governmental body [library board] where there is deliberation or action upon any matter within the scope of the [library board's] policy-making duties."

How much notice should be given for the meeting?

At least 24 hours before a meeting, boards are required to post a notice and agenda in a prominent place accessible to the public or in the building in which the meeting is to be held. The notice must include the time, date and place of the meeting and a tentative agenda. The notice does not have to be published in the newspaper. If a news/media agency requests a copy of the notice and agenda, the library board must supply it.

What needs to be on the agenda?

> Even an informal meeting of library trustees would be subject to the open meetings law if there is a majority of the trustees at the gathering and library business is discussed.

The agenda should include all business to be discussed at the meeting in enough detail to give members of the public a good idea of what topics will be discussed. If an item comes up at the meeting that has not been included on the agenda, action should be deferred to a later meeting. However, the law does allow for items that may come up on an emergency basis.

What should be included in the minutes?

Minutes of all library board meetings must be kept and include the date, place, the members present, any action taken at the meeting and enough information to allow the public to determine how each member voted. Minutes are subject to the Open Records Law and must be made available to the public if requested.

When may a meeting be closed?

To have a closed session the government body must first meet in open session. This means notice and the agenda, which reasonably apprises the public of what is about to occur, must be posted 24 hours in advance. The government body may go into closed session only with two-thirds majority vote of the entire board or a unanimous vote of all the trustees present. In addition, the specific reason to go into closed session under Iowa Code section 21.5 must be announced in open session. If a closed session is conducted (note: there is no requirement to have a closed session) detailed minutes of the closed session must be kept and the closed session must be tape recorded. No final action may be taken during the closed session.

There are very few reasons listed allowing a closed session and each reason has very specific requirements. The following examples illustrate the need to read and become familiar with the law before going into closed session. Iowa Code section 21.5(1)(i) allows trustees to evaluate the professional competency of an employee or potential employee, but two criteria must be met: the person you are evaluating must request a closed session, and the closed session must be "necessary to prevent needless and irreparable injury to that individual's reputation." Without both requirements a closed session is not allowed by law.

Another example is when the government body is discussing the purchase of real estate. A closed session may be held only if the "premature disclosure could be reasonably expected to increase the price the governmental body would have to pay for that property." This particular section is unique because after the transaction is complete the government body must make available the tape recording and minutes from the closed session.

Get legal advice

The specific requirements of the Open Meetings Law can be confusing. If you are uncertain, seek legal advice before proceeding. Under the Open Meetings Law there are exceptions to the liability of the law if you "reasonably relied upon a decision of a court or a formal opinion of the attorney general or the attorney for the governmental body." You may also contact the Citizens' Aide/Ombudsman Office at 888-426-6283 or review the Iowa Attorney General Sunshine Advisories located at http://www.iowa.gov/government/ag/sunshine_advisories/index.html.

Access to Information and the Internet

Public libraries have an important role in our democracy as the place where people can get a variety of information in many formats and on all sides of an issue. Controversy over resources offered in the public library is not new. The *Library Bill of Rights* was written by Des Moines Library Director Forrest Spaulding in 1937 in response to book burning in Germany during the Nazi regime, and is still relevant today. (See *Library Bill of Rights* in the Appendix).

The *Library Bill of Rights* states that library resources should be provided for all people of the community, regardless of their "origin, age, background, or views." And the First Amendment to the U. S. Constitution states that "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances."

Can some library resources be considered "obscene"?   Individuals' definitions of obscenity differ, but Iowa law defines it in Iowa Code chapter 728. Note that libraries, along with other educational institutions, have an exemption to this law in section 728.7. Why? Libraries have an exemption because they need legal protection if they own art, books or other materials which could be considered obscene under the Iowa law.

The *Library Bill of Rights* and the First Amendment apply to the provision of information in the library including the Internet. In 2003 the U.S Supreme Court ruled that the Children's Internet Protection Act (CIPA) was constitutional only if the Internet filters required by CIPA could be readily disabled upon the request of adult library users.

What does all of this mean for you as a library trustee? First, ask your library director to keep you informed on the status of legislation concerning access to the Internet in libraries. Or check for updates from the American Library Association's Office for Intellectual Freedom, http://www.ala.org/alaorg/oif/.   Talk as a board about the issue, and if you haven't already, develop a policy on Internet use. If the board does decide to offer filtered access to the Internet, make sure that unfiltered access is also available in the library.

Open Records and Confidentiality

"Every person shall have the right to examine and copy public records ... [however] the following records shall be kept confidential unless otherwise ordered by a court, by the lawful custodian of the records, or by another person duly authorized to release such information ... The records of a library which, by themselves or when examined with other public records, would reveal the identity of the library patron checking out or requesting an item or information from the library. The records shall be released to a criminal or juvenile justice agency only pursuant to an investigation of a particular person or organization suspected of committing a known crime. The records shall be released only upon a judicial determination that a rational connection exists

between the requested release of information and a legitimate end and that the need for the information is cogent and compelling." (Iowa Code sections 22.2 and 22.7(13))

Library boards should take every precaution to guard the confidentiality of library customers. This includes ensuring that:

❑   a confidentiality policy for the library is adopted by the board
❑   circulation cards for library materials, which the public see, do not indicate the name of the customer checking out the material
❑   circulation records in an automated system are not kept after statistics are recorded and the material is returned, and any fines or fees attached to the record are paid
❑   overdue notices are sent only in sealed envelopes or via e-mail and never on postcards where others could see what the customer has checked out
❑   phone reminders of overdue items and reserves left on answering machines maintain confidentiality

Included in a policy on confidentiality should be statements on the confidentiality of library circulation records and a statement as to when the custodian of the records may open the records. The identity of which customer requested which materials or information may be revealed only:

❑   if the library is presented with a court order. (The court order must indicate that this information is needed for the investigation of a particular person or an organization and may only be issued after a judge has determined if the connection between the case and the record makes it "cogent and compelling" that the information is released.)
❑   if the lawful custodian of the records, defined by an Iowa Attorney General's opinion to be the library director, releases the information. (To safeguard customers' confidentiality, the library board should state in the policy that the record shall be opened by the lawful custodian only upon receipt of a court order as indicated above.)

Library customer information (such as names and addresses) that is not attached to a circulation record may also be kept confidential if the library board reasonably believes that releasing the information would discourage people from applying for library cards. The board should adopt a policy on release of this type of information. See Iowa Code section 22.7(18).

Questions on Confidentiality and Open Records

Q.   Can parents see their children's library records to determine whether they have overdue materials?

A.   This is a complex question and the library board may want to consult with the city attorney for legal advice. According to a 1993 letter from the Legal Consultant at the Iowa Department of Education, persons who contract with a minor do so at their own risk for the minor lacks legal the capacity to contract. Parents, under Iowa Code 613.6, are liable for the acts of their children. At the same time, the Iowa Code Chapter 22.7 (13) protects the confidentiality of all library patrons regardless of age.   Thus, parents are liable for the acts of their children and yet children are included in the right to have their library records kept confidential. Obviously, libraries are in a difficult position as a result of these two Iowa Code sections.

As noted previously, Iowa Code section 22.7 does allow for discretion on the part of the custodian of the records, who is the library director.   In other words, the Iowa Code gives the custodian of the records, the library director, the authority to decide whether or

not to release library records. If records are requested by a criminal or juvenile justice agency, the library director may release the records **only** upon receiving a court order.

The board should adopt a confidentiality policy which designates the library director as the custodian of the records and which states when the library director may release the records. Some libraries in Iowa will not release the records of a child to a parent under any circumstance. Others will release them in certain situations. To protect intellectual freedom, library boards should err on the side of confidentiality. Releasing the records of a library patron, regardless of age, should be the exception rather than the rule. For example, if a three year old has checked out a number of Dr. Seuss books and the parent wants to know the titles to be sure all items have been returned, many library boards would find it reasonable to release the titles. However, the older the child is, the more difficult the decision becomes. If it is a 14 year old child who has checked out books on child abuse and adult alcoholism, most library boards would, without question, protect this child's confidentiality.

A parent who wishes to know what a child has checked out has at least two other options besides asking the library director for the child's library records. A parent could simply ask the child what is checked out or require the child to check out materials under the parent's card.

Q.   **If requested for a purpose such as a library fund raiser, may the library provide lists of library card holders?**

A.   Yes, as long as the list does not link the customer with the material or information requested, it is an open record and is open to inspection by the general public. However, as noted earlier, this information may also be kept confidential if the library board reasonably believes that releasing the information would discourage people from applying for library cards.

USA PATRIOT Act

The USA PATRIOT Act was introduced shortly after September 11, 2001. It stands for "Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism." It was signed into law on October 26, 2001 and broadly expanded the authority of the Federal Bureau of Investigation to gain access to all types of records, including library records, stored electronic data and electronic communications. It amended more than 15 different statutes, including the Electronic Communications Privacy Act of 1986 (ECPA), the Computer Fraud and Abuse Act (CFAA), the Foreign Intelligence Surveillance Act (FISA), and the Family Education Rights and Privacy Act (FERPA).

The USA PATRIOT Act reauthorization legislation was signed into law by President Bush on March 9, 2006, and differs somewhat from the original legislation. A sunset of December 31, 2009, was established for Section 215 of the USA PATRIOT Act.

The following points about the USA PATRIOT Act were presented by the American Library Association (ALA), Office for Intellectual Freedom at the 2008 Public Library Association Conference:

❑   The Act authorizes the Foreign Intelligence Surveillance Court to issue an order to the FBI, permitting its agents to gain access to "any tangible thing (including books, records, papers, documents, and other items) for an investigation to protect against international terrorism or clandestine intelligence activities." The definition includes library circulation

records, Internet sign-up sheets, computer hard drives, databases and other media in the library.

❑ Only the FBI may use the PATRIOT Act as the basis for obtaining information.

❑ Gag Order: Warrants issued under the Section 215 Business Records provision prohibit the recipient from disclosing the existence of the warrant, or the fact that records were turned over to the FBI. There are two exceptions: the order can be disclosed to any person to whom disclosure is necessary to comply with the orders; the order can be disclosed to an attorney in order to obtain legal advice or assistance with the production of the items sought by the order.

❑ National Security Letters (NSL) are written commands to produce certain types of records. They are issued on the authority of the FBI, without judicial approval or judicial oversight. NSLs are used to obtain particular types of records: electronic communications and transactions; financial records, credit card records, records of large cash transactions and consumer credit records. They are subject to gag orders as described above.

❑ To ensure privacy and confidentiality for library users, the ALA, Office for Intellectual suggests that libraries avoid creating unnecessary records; avoid retaining records that are not needed for efficient operation of the library; limit the degree to which personally identifiable information is monitored, collected, disclosed and distributed; avoid library practices and procedures that place personally identifiable information on public view.

❑ Library Policies: Should communicate the library's commitment to protect users' personally identifiable information; inform library users how their personally identifiable information is used, stored and protected by the library; explain under what circumstances personally identifiable information might be disclosed to third parties and law enforcement.

Since the interpretation of the USA PATRIOT Act is evolving, for the most up-to-date information, go to http://www.ala.org/

Fair Labor Standards Act (FLSA)

The federal Fair Labor Standards Act (FLSA) establishes standards for basic wages, overtime pay, record keeping, and child labor.

Basic wages

Each library employee must be paid not less than the minimum wage. **Library employees must be paid for hours worked and may not volunteer time without pay.** For information on Iowa's

> **Paying library staff while they attend training.**
>
> According to an FAQ on the Iowa Workforce Development Web site, "If any such gathering is required by an employer, or if an employer leads its employees to believe they will receive adverse treatment for not attending, the employer must pay its employees for the time spent in attendance." See
>
> http://www.iowaworkforce.org/labor/wagefaqs.pdf

minimum wage, contact the Iowa Department of Workforce Development at 515-281-5387 or 800-562-4692 (toll free) or visit the agency's Web site at http://www.iowaworkforce.org/.   As of this writing (May 2008), Iowa's minimum wage is $7.25.

Overtime pay

Within the public library are employees who are **exempt** and those who are **non-exempt** from the FLSA regulations; one of the deciding criteria is whether the employee has independent decision-making authority. The director of a public library is usually an **exempt** employee if he or she directs a staff of at least two. Those employees who do not have independent decision-making authority, even if they have a library science degree, are **non-exempt** from the FLSA. To determine whether a position is exempt or non-exempt, call the Wage and Hour Division of the U.S. Department of Labor's Iowa office at 515-284-4625 or visit the department's Web site at http://www.dol.gov.

Non-exempt employees must be paid overtime at a rate of not less than one and one-half times their regular rates of pay after 40 hours of work in a workweek. A workweek is defined as seven consecutive 24 hour periods, fixed and regularly occurring; each workweek stands alone. Time off may be granted within the workweek if the employee has reached 40 hours before the end of the week. In other words, an employee may work 10 hours each day, four days straight within the workweek without being paid overtime. However, if the employee works 45 hours during one workweek and 35 hours during the next, five hours of overtime must be paid.

For libraries in the public sector, compensatory time may be given in lieu of overtime, but must be given at the rate of "time and a half" to **non-exempt** employees.

Recordkeeping

The FLSA requires that employers keep records on wages, hours, and other items, as specified in Department of Labor recordkeeping regulations. Most of the information is the kind generally maintained by employers; the records do not have to be kept in any particular form and time clocks need not be used. For more information, contact the Wage and Hour Division of the U.S. Department of Labor's Iowa office at 515-284-4625 or visit the department's Web site at http://www.dol.gov.

5) Child labor standards. Fourteen is the minimum age for library work; youths 14 and 15 years old may work at the library outside of school hours under the following conditions:

❑   no more than 3 hours per school day and 18 hours in the school week
❑   no more than 8 hours on a non-school day or 40 hours in a non-school week
❑   work may not begin before 7:00 a.m. or continue after 7:00 p.m. except from June 1 through Labor Day when permissible evening hours are extended to 9:00 p.m.

A library may hire youths 16 years of age and older to work unlimited hours within the guidelines of the FLSA.

Iowa Gift Law

"*Except as otherwise provided in this section, a public official, public employee, or candidate, or that person's immediate family member shall not, directly or indirectly, accept or receive any gift or series of gifts from a restricted donor." (Iowa Code Section 68B.22)*

The library's director and trustees are subject to the Iowa Gift Law. You cannot accept a gift for personal use that has a value of over $3.00 from anyone who wants to do business with the

library. For example, you cannot personally accept a gift from a book salesperson who could sell books to your library. However, if the benefit is available generally, it is not considered a gift. For example, if Baker & Taylor provides books discounts to library staff members in all libraries, it is not considered a gift to an individual employee and does not fall under the Iowa Gift Law.

Compatibility of Office

Not all possible combinations of public office have been tested in the courts or by the Iowa Attorney General's office; however, the following offices, specifically applying to libraries, are considered incompatible, meaning that one person should not hold both offices at the same time.

- ❑ council member and library board member
- ❑ mayor and library board member

A person may seek an office position currently incompatible with the office now held if the person gives up the current office upon taking over the new office.

The 1912 Iowa Supreme Court decision, "State v. Anderson" (136 N.W. 128) addresses compatibility of office. In that decision, the justices stated:

"…the consensus of judicial opinion seems to be that the question must be determined largely from a consideration of the duties of each (office), having, in so doing, a due regard for the public interest. It is generally said that… the test of incompatibility is whether there is an inconsistency in the functions of the two, as where one is subordinate to the other 'and subject in some degree to its revisory power', or where the duties of the two offices' are inherently inconsistent and repugnant.'"

And further that *"it is held that incompatibility in office exists 'where the nature and duties of the two offices are such as to render it improper, from considerations of public policy, for an incumbent to retain both.'"*

During your time on the board you may also come across situations that raise questions about conflict of interest.   One example is a board member who wants to work as a substitute at the library and be paid. Although it might be legal (see Iowa Code, section 362.5), it is not recommended. Even if the board member abstains from voting on his or her pay, this practice still puts the library director in the position of supervising someone who is actually his or her employer. This could be a very difficult position for the library director if the board member's performance as a substitute is unsatisfactory.

Another example of potential conflict of interest is a board member whose relative is a library staff member.   The employee may go around the director to take concerns to the board member when the issue should be resolved by the library director and the employee. Allowing this type of situation to continue undermines the authority of the library director and may result in the library director resigning.

If you, as a board, are sincerely concerned about a potential conflict of interest, consider discussing it with the city manager, city attorney, mayor and/or city council.   To allow a potential conflict of interest to go unresolved could damage the library's credibility in the community for years to come. If you are unable to decide whether or not there is a conflict of interest, unresolved questions can be formally addressed to the Iowa Attorney General's Office by an elected official.

Board Liability

Are library trustees subject to personal liability? According to the Iowa Code, section 670.2,

> "A person who performs services for a municipality or an agency or subdivision of a municipality and who does not receive compensation is not personally liable for a claim based upon an act or omission of the person performed in the discharge of the person's duties, except for acts or omissions which involve intentional misconduct or knowing violation of the law, or for a transaction from which the person derives an improper personal benefit. For purposes of this section, 'compensation' does not include payments to reimburse a person for expenses."

The legal power of the library board comes when the board acts as a body. To guard against potential liability, **avoid** the following:

❑	Acting in excess of authority, i.e. inappropriate expenditures or exceeding budget spending levels
❑	Failing to act when action should have been taken, i.e., failure to meet contractual obligations
❑	Negligence, i.e., unsafe buildings and grounds, failure to supervise funds
❑	Intentional misconduct, i.e., libel, improper discharging of an employee, theft
❑	Acting in violation of the law, i.e., authorizing payment of improper expenses, failing to follow proper rules for hiring

Americans with Disabilities Act (ADA)

Libraries are subject to the ADA including assuring that persons with disabilities can use the services of the library. A library being built or remodeled must be constructed without obstructions to a person with a disability. Questions about specific building requirements should be addressed to the State Fire Marshall's office in the Iowa Department of Public Safety at 515-725-6170. The Fire Marshall's Web site is http://www.dps.state.ia.us/fm/index.shtml.

There is detailed information about the Americans with Disabilities Act on the United States Department of Justice Web site at http://www.usdoj.gov/crt/ada/adahom1.htm

Occupational Safety and Health Act (OSHA)

OSHA is located in the U.S. Department of Labor, and its mission is to protect the health of Americans in the workplace. Information on OSHA can be obtained on the federal level at http://www.osha.gov/. If there is a question about staff safety or health in the library, contact the Iowa Division of Labor Services at 515-281-7629. The agency's Web site is http://www.iowaworkforce.org/labor//iosh/consultation/index.htm

Architect Requirement for Designing a Public Library

In Iowa, a registered architect is required to perform the design of a public library. A library is considered a building for "governmental use." See Iowa Code Chapter 544A Registered Architects, and title 193B of the Iowa Administrative Code. Refer to Iowa Code Section 544A.16 for definitions and to Section 544A.18 for exceptions. Questions about registered architects may be addressed to the Iowa Professional Licensing Bureau, 515-281-7362 or visit the agency's Web site at http://www.state.ia.us/government/com/prof/architect/home.html

Construction Bidding Procedures Act

The Construction Bidding Procedures Act, enacted by the Iowa Legislature in 2006 for all contracts entered into by public owners on or after January 1, 2007, represents the most comprehensive rewrite of Iowa's competitive bidding laws. The legislation can be found in Iowa Code Chapter 26. The act applies to "government entities" defined to include cities / libraries. Iowa Code section 26.2 defines "public improvement" as "a building or construction work which is constructed under the control of a governmental entity and is paid for in whole or in part with funds of the governmental entity…" The formal competitive bidding procedure is applicable to public improvements with an estimated cost exceeding $100,000. There are several distinct steps in the competitive bidding process. Some of the required steps may occur behind the scenes, while other steps must be taken in public after public notice and after the public has been given the opportunity to address the governing body concerning the proposed public improvement. Any library planning construction of a library building or other "public improvement" should review this legislation.

Theft of Library Materials and Equipment

Iowa Code section 702.22 defines library materials and equipment and Iowa Code 714.5 relates to the theft of library materials. Books overdue for two months, and equipment overdue for one month, can be prosecuted as theft under this law. Before taking any legal steps, the library must have made a reasonable attempt to notify the customer that the material is overdue and that legal remedies may be taken. One notice to the customer must be by certified mail.

The library may request help from law enforcement in getting the library's property back. The library can require a deposit on library equipment before it is checked out, and in the case of late returns, can penalize the customer up to 25% of the value of the equipment. The law requires that the library post a notice about Iowa Code section 714.5 and about any fees that may be imposed by the library.

Library Meeting Rooms

The library board is charged with responsibility for the library, including meeting rooms. The major decision to be made in this area is whether to allow meeting rooms to be used for library programs only or to open them up to community groups. A federal court ruling in 1989 (Concerned Women for America, Inc. v. Lafayette County, 883 F.2d 32) defined library meeting rooms used by the public as public forums in which constitutionally guaranteed free speech is allowed. This means that if a library meeting room is open to one public group it must be open to all public groups. The library board may make rules on the times that the meeting room can be used, how much may be charged for the room use and the manner or use of the facility, but not which group can use it if it is open to public groups.

Another law applying to library meeting rooms is Iowa Code Section 43.93. Under this law, library meeting rooms must allow a precinct caucus to be held in the library. In part, the section states that "…*upon the application of the county chairperson, the person having control of a building supported by taxation under the laws of this state shall make available the space necessary to conduct the caucus without charge during presidential election years and at a charge not greater than that made of its use by other groups during other years...*"

28E Agreements

There are situations in which a public library would like to enter into a *formal* agreement with another library or governmental agency to provide or share a service. In these situations, creating what is called a "28E Agreement" may be beneficial. Chapter 28E of the Iowa Code is titled "Joint Exercise of Governmental Powers" and allows for agencies to cooperate in a number of ways.

If your community considers a combined school and public library, be aware that:

❑ There are significant obstacles inherent in combining libraries, as evidenced by the fact that only a handful of such libraries exist in Iowa and the surrounding states.

❑ While operating joint libraries is often seen as a way for cities and school districts to save money, per capita expenditures have actually increased in the last five Iowa communities where school and public libraries combined.

❑ Based upon data collected by the State Library, combined libraries are much less likely to meet public library accreditation standards to qualify for Direct State Aid.

One example in Iowa is the public libraries in Dubuque County which created an "agency" through a 28E agreement. "The agency is a public entity consisting of the Public Libraries of the City of Dubuque, Iowa, City of Dyersville, Iowa, City of Cascade, Iowa, and Dubuque County,

Iowa, and as recognized by Chapter 28E of the Code of Iowa and is organized for the purpose of providing library services." Through the agreement, the libraries have agreed on the rate charged for providing library services to cities without libraries.

Other examples may include sharing personnel, facilities or equipment between one public library and another or other governmental agency. Iowa Code 28E outlines the parameters of such an agreement.

Combined School and Public Libraries

Although there are a few combined libraries in Iowa, nearly every community planning for a new library building at least briefly considers the feasibility of a combined school and public library facility. Such libraries are typically housed in a single facility and, ideally, they should provide both the curriculum support functions of the school library and the service functions of the public library for the community.

To assist Iowa communities in making informed decisions on whether to combine school and public library services, the State Library published *Is a Combined School / Public Library Right for Your Community? (2006)*. It provides decision-makers with a means of assessing the feasibility of establishing a combined library and, if the decision is made to proceed, with a Planning Guide that addresses the many areas of library operations that need to be considered if the combined library is to be successful. The publication is on the State Library's Web site.

Library Districts

Legislation passed by the Iowa Legislature and signed by the Governor in 2001 (2002 Iowa Acts, Chapter 158, sections 25-36) make it possible to establish library districts. According to Iowa Code Chapter 336, library districts may be composed of one or more counties, one or more cities, or any combination of cities and counties. To form a library district, five percent of the eligible voters who voted for president of the United States or governor, as the case may be, within the district at the last general election would petition the board of supervisors of the county or the city council, for the establishment of the library district. The board of supervisors of each county and the city council of each city containing area within the proposed district would submit the proposition to the registered voters. A library district would be established if a majority of the electors voting on the proposition residing in the proposed library district favored its establishment.

Prior to this legislation, the Iowa Code allowed for the establishment of only two types of public libraries—city libraries or county libraries. This legislation does not require cities, counties and wider geographic areas to establish a particular structure; rather, it allows them to choose among a number of library governance models to fit their needs.

Nolte v. Brown Memorial Library, Dumont

In Nolte v. Brown Memorial Library, No. 00-1045, slip op. (Iowa App. March 27, 2002), the Iowa Court of Appeals invalidated a real estate contract that the Dumont library board had entered into because the Dumont city council did not approve the contract. The basis of the court's ruling was that Iowa Code Section 392.3 provides that contracts entered into by city agencies must be approved by the city council unless the ordinance establishing the agency states otherwise. In Dumont, the city had adopted an ordinance that required the city council to make or authorize all contracts and that specifically required contracts to be "in writing and approved by the council, or expressly authorized by ordinance or resolution adopted by the Council" for the contract to be binding on the city. See Dumont City Ordinance section 17.02(4) (1993). Dumont had adopted a library ordinance that is the same as most library ordinances in Iowa. The Court of Appeals reviewed Dumont's library ordinance and determined that nothing in the library ordinance constituted "express language stating that (1) the library board's contracts are not subject to review and approval by the council, or that (2) the board is authorized to enter into contracts." Nolte, slip op. at 5.

Although to date the decision remains unpublished, it raises questions about whether local library boards in fact have as much independence from their city councils as previously thought. However, because the decision was based heavily on the language of Dumont's ordinance section 17.02(4), the ultimate impact of the decision may be limited if other cities' ordinances regarding council approval of contracts is different than the language of Dumont's ordinance. Some people have argued that the impact of the decision is limited to real estate contracts.

Have your library director consult with your city attorney about whether it is wise for the library to change the way it conducts business in light of this decision. Neither the State Library nor the Iowa Attorney General's office can give you legal advice about this issue.

Chapter 11: Working with the Library Director

The board delegates all library management responsibility to the director. The board's job is monitoring the director's effectiveness in providing library service to the community. This system is effective because it has a board of trustees who represent the interests of the community and a qualified director who has the skills to make the library run efficiently within the parameters set by the board. How much does the board do and what are the responsibilities of the library director? There are several ways to clarify responsibilities:

❑ Look at the relationship with the director as a partnership between the board and the director in providing the best library service to the community.
❑ The board members' duties can be defined loosely as dealing with issues that affect the whole library and its position in the community. The board sets parameters of how the library will operate. Then the director's duty is to carry out the day-to-day functions (procedures) of running the library within the parameters (policies) set by the board.
❑ Open communication prevents confusion and conflict. Board members and the director must feel free to discuss their respective roles.

The director is a valuable resource to the board on all issues and often the leader on many issues that come before the board. The director should attend all board meetings and be encouraged and expected to make well-supported recommendations on all issues that come before the board. The director should be expected to take part in deliberations to help the board make decisions in the best interests of library service to the community.

Although the director is responsible for the management of the library, the board retains ultimate responsibility. It is the right and responsibility of the board to request from the director all information necessary to fulfill the board's governing responsibility. It is the director's obligation to report to the board accurately and completely about how the library is being managed including problems, plans, progress.

The director is responsible to the board as a whole, but not responsible to each board member individually. Individual board members, including the board president, have no power to make demands or give orders to the director. This does not rule out individual board members asking the director for clarification about issues facing the board or discussing with the director concerns that individual board members may have. The board must speak with one voice when delegating to the director, when giving direction to the director, when requesting information. The director must serve the board as a whole in order to manage the library efficiently.

The chart on the next page summarizes the library board's and director's duties and responsibilities.

Duties and Responsibilities of the Board and Library Director

Library Board	Library Director
Staff: Employ a competent and qualified librarian. Includes recruiting, hiring and annually evaluating the director based upon a well-defined job description and expectations. Adopt personnel policy and set adequate salary and benefits for all staff.	**Staff:** Recruit, hire and annually evaluate library staff based upon well-defined job descriptions and expectations. Suggest improvements needed in salaries, working conditions and personnel policy.
Policy: Determine and adopt written policies to govern the operation of the library.	**Policy:** Carry out the policies of the library as adopted by the board. Recommend policies to library board.
Planning: Determine the direction of the library by studying community needs. See that a plan is developed for meeting needs and that the plan is carried out.	**Planning/Management:** Suggest and carry out plans for library services. Manage day-to-day operation of library. Design library services to meet community needs/interests. Report library's progress and future needs to the board.
Budget: Examine budget proposed by the director; make revisions as needed; officially adopt the budget; present library budget to mayor/city council. Review expenditures in accord with budget, amending line items within the budget if needed.	**Budget:** Prepare and submit to library board a budget request based on present and anticipated needs. Maintain complete and accurate records of finances. Expend funds based on approved budget.
Advocacy: Advocate for library through contacts with general public, civic organizations and public officials. Attend city council meetings to keep council informed on library activities. Work to secure adequate funds to carry out the library's services.	**Advocacy:** Advocate for library through contacts with general public, civic organizations and public officials. Attend city council and/or county supervisor meetings. Work to secure adequate funds to carry out the library's services.
Legal Issues: Be familiar with library ordinance as well as state and federal laws affecting the library.	**Legal Issues:** Be familiar with library ordinance and keeps board informed on laws affecting library.
Continuing Education: Participate in continuing education activities and encourages library director to do the same. Provide and/or see that new trustees receive an orientation to the library.	**Continuing Education:** Participate in continuing education activities and professional organizations; encourage continuing education for library staff. Participate in orientation of new trustees.
Communicate with the library director	**Communicate with the library board**
Collection Development: Adopt collection development policy.	**Collection Development:** Select and order all books and other library materials and resources.
Board Meetings: Regularly attend board meetings; conduct affairs of board at regularly scheduled meetings.	**Board Meetings:** Attend board meetings; prepare written progress report; provide information as needed/requested by board.
Board Member Recruitment: Recommend qualifications and candidates for board to mayor/city council. Notify city of board vacancies.	**Board Member Recruitment:** Assist in developing qualifications for new trustees.

Chapter 12: Hiring a Library Director

Your job as a library board member is to make sure the library operates well and in the best interest of those the library serves. To do that, the board hires a qualified director to manage the day-to-day operations of the library.

What Do Public Library Directors Do?

Before hiring a library director, the entire board should have a good grasp of what a public library director does. The library director is the department head of a city service whose responsibilities include:

- Acts as professional / technical advisor to the library board of trustees on policy, finances, planning, library performance, laws effecting libraries.
- Hires and supervises personnel.
- Implements board policy, interprets library policy for the public.
- Administers the library budget.
- Develops the library collection ("collection" is everything the library has on hand for its customers: books, DVDs, CDs, magazines, newspapers, subscriptions to electronic resources, puppets and more).
- Manages library services and programs.
- Directs and provides outreach services to the community.
- Manages and maintains the library facility/building, computer technology, the library's automation system and other library equipment.
- Represents the library in the community and promotes the library and its services.
- Teaches the community how to access, evaluate and use information resources.

In small cities with few or no other library staff, the library director serves customers directly and may also:

- Provide pre-school story time to build early literacy skills in young children.
- Help kids find resources to complete school assignments.
- Help readers find a good book.
- Find answers to questions from customers.
- And yes, check out books!

> As you can see by the list of responsibilities, hiring a library director is one of the most important duties of the library board.

To ensure that the most qualified candidate is hired, it is critical that the library board follow standard hiring procedures as outlined below.

Preliminary Assessment

The board must reach consensus on what they want a new director to accomplish and what qualifications are needed in a director for the library at this point in time. In order to do this, the board needs to discuss the following questions:

- What is the role of the library in the community?
- Have community needs changed? Has the library kept pace?
- What direction does the library need to go?

- ❑ What qualifications are needed in the next director?
- ❑ What is the reason for the job opening?
- ❑ Was the previous director dissatisfied? Why?
- ❑ Was the board dissatisfied with the previous director? Why?

Develop a Time Line

A time line should be established which would include:

- ❑ Appointment of the search committee
- ❑ Review of the job description and writing the job announcement
- ❑ Date that the job announcement will appear on Web sites and/or in newspapers, journals
- ❑ Deadline for applications
- ❑ Time to review applications and decide on persons to interview
- ❑ When to interview
- ❑ Time for the board to make a decision and offer the job to the candidate
- ❑ Time for the candidate to respond
- ❑ Anticipated starting date for the new director

Search Committee

The board as a whole can function as the search committee. An alternative is to form a committee of board members, staff and community members to review the applications and recommend candidates for the board to interview. If a search committee is appointed, be sure the duties of the committee and the deadlines are clear.

Job Description

The job description should indicate the minimum requirements for education and work experience. The job description should also include any desirable areas of expertise and work experience. All minimum requirements and desirable qualifications must be job related. The board should not hire a person with less than the minimum requirements.

Obtain a copy of the current job description from the current library director, the acting director or the city. (If no written job description exists, the board will need to write one before continuing with the hiring process.) Review it to ensure that it meets current requirements including:

- ❑ Areas of responsibility
- ❑ Specific duties
- ❑ Minimum requirements for education and work experience
- ❑ Desirable areas of expertise and work experience
- ❑ Salary and benefits
- ❑ Whether there is a period of probation
- ❑ Expectations for successful job performance
- ❑ Physical / environmental requirements of the job
- ❑ Certification requirements

Certification of the Library Director

Library director applicants should be certified, or be willing to become certified within two years of hire, under the Iowa Certification Program for Public Librarians administered by the State Library of Iowa. To receive Direct State Aid, a public library must have a director who is certified or who becomes certified within two years of hire at the required level. The level of required certification is tied to the population of the community:

Population	Required Certification Levels
0 - 2,499	I, II, III, IV, V, VI
2,500 - 4,999	II, III, IV, V, VI
5,000 - 19,999	IV, V, VI
20,000 and above	VI

Level I
- High school diploma or General Educational Development (GED)
- Complete Public Library Management 1 and 2 (offered by the State Library)

Level II
- High school diploma or General Educational Development (GED)
- Complete Public Library Management 1 and 2 (offered by the State Library)
- Five years of library work experience or 30 semester hours of college credit from an accredited college or university

Level III
- High school diploma or General Educational Development (GED)
- Complete Public Library Management 1 and 2 (offered by the State Library)
- 10 years of library work experience or 60 semester hours of college credit from an accredited college or university

Level IV
- Bachelor's degree from an accredited college or university
- Complete Public Library Management 1 and 2 (offered by the State Library)

Level V
- Bachelor's degree from an accredited college or university
- A college credit course in each of these four areas: library administration; selection of all types of library materials; organization of library materials; reference and information services

> Too often the work of library directors and staff is not understood, is undervalued and is not compensated fairly. In other words, **many library directors (and staff) receive lower pay than other employees who do comparable work**.

Level VI
- Graduate degree in library and information science from an accredited college or university

Salary

The first step in achieving pay commensurate with the work performed, referred to as "pay equity," is to understand the job duties and responsibilities. It will help to re-read the previous section in this chapter, What Do Public Library Directors Do?

The questionnaire called "The Value of Librarians: Reaching Equitable Compensation," can be used to compare to other positions in the local city or school district. Available on the State Library's Web site, this tool helps to gather information about duties and responsibilities, education required, experience, computer skills, communication and contacts, customer satisfaction and service, working conditions, complexity and problem solving, and decision making.   The information can then be used to compare to similar positions. In some libraries, the director's position might be comparable to the city clerk; in another city, it might compare to another city department head. In any case, pay for the library director should be comparable to city / school district positions with similar education requirements and responsibilities.

A caution…library boards and directors often ask about salaries of directors of nearby libraries of like size. While that can be useful information it should not be the sole basis for decisions on salary for the library director.   Because low pay is a common concern among libraries, comparing to other libraries' salary schedules is often comparing to equally low salaries that don't adequately compensate for the work performed.

Advertising the Position

The job description should be used to write the job announcement. The job announcement should be as comprehensive as possible. Provide a description of the position, required education and experience, and desirable areas of expertise and work experience. Include the salary range and benefits, a brief description of the library and community, where to send applications, and application deadline. Request a resume and professional references.

Many cities have policies regarding what types of advertising must be done, and they may also have a budget for it. If your city has a Human Resources department, check the department before placing ads.

The job opening should be publicized widely. If the library board is considering hiring a director with a master's degree in Library Science, notify library schools; purchase an online ad through the American Library Association. If you decide to place print ads in professional journals such as *American Libraries* and *Library Journal*, check publication deadlines and how they fit with your time line. In addition to advertising in a local newspaper, a notice may be placed on the State Library's Job List at no cost, http://www.statelibraryofiowa.org/ld/joblist.

Reviewing Applicants

As applications arrive, each should be marked with the date of arrival to determine whether it falls within the deadline. Applications should also be acknowledged (such as via e-mail) by the search committee. Before applications are reviewed, criteria should be developed and used to rank them. It is helpful if a form is developed to screen and compare each applicant's qualifications to the requirements of the position. Some qualifications to consider are:

❑   education
❑   public library experience
❑   management or supervisory experience

A phone interview with preliminary candidates may be helpful to determine final interviewees.

Information for candidates who will be interviewed

Prior to the interviews, provide candidates with the library mission statement; planning document; budgets for the last several years; size and description of community; information about employers, shopping, schools, churches, recreation, higher education, and any other information that will inform candidates about the library and community.

Interview

Develop a list of questions to be asked of every candidate interviewed. Topics to cover in the interview include management and fiscal philosophy, intellectual freedom, technology, trends, the library's role in the community. It is illegal to ask certain questions of candidates, such as marital status, age, family plans, etc. For more about interviewing see Iowa Workforce Development's Successful Interviewing Guide, http://www.iowaworkforce.org/sig.htm

Another resource is A Library Board's Practical Guide to Finding the Right Library Director, by the Outagamie Waupaca Library System in Wisconsin. See http://www.owlsweb.info/L4L/trustees/GuideToFindingTheRightLibraryDirector.pdf.

As part of the interview, arrange a tour of the library, a meeting with staff, and an opportunity for the candidate to learn about the community.

Evaluating candidates who were interviewed

Use an evaluation form to record candidate responses and board member impressions. Once all of the finalists have been interviewed, the search committee should discuss and rank the finalists. Some qualifications to consider in ranking candidates are:

❑ attitude of service to the community and enthusiasm for librarianship
❑ philosophy of library service attuned with that of the library's mission statement
❑ ability to explain how his or her experience and talent can be used as library director
❑ understanding of the role of trustees
❑ successful record of working with board and community leaders, and supervising staff
❑ willingness to become involved in the community and ability to be comfortable in relations with the public
❑ knowledge of basic principles such as intellectual freedom
❑ a reasonable grasp of the library's situation, budget and plans based on information supplied to the candidate in advance
❑ commitment to continuing education for the director and staff

Check references before offering the position to a candidate. When calling references, agreed-upon questions should be asked with space on the form for search committee members to write down responses. A search committee may want to seek out references other than those listed. Be aware, some employers will only verify such things as dates of employment and last salary earned.

Hiring Decision

Finally, decide if one or more of the candidates should be offered the job or if the search is to be reopened. The top candidate should be offered the position by telephone. When a candidate accepts the position, follow up with a letter of agreement indicating date employment begins, salary, benefits, etc. The board may want to consider a formal contract. Notify other candidates that they have not been selected immediately after the job offer has been accepted.

Chapter 13: Evaluating the Library Director

Just as the library director regularly evaluates the staff, it is the responsibility of the board to regularly evaluate the library director. Trustees evaluate the director all of the time–by what they see in the library, what they hear form the public and what they perceive as the library's reputation in the community. But that informal consideration does not take the place of a formal review of the director's performance. The best way to evaluate and monitor director effectiveness is by providing a good job description for the director and then doing a formal, annual evaluation to determine how well the director is meeting the job description and accomplishing library goals.

An annual evaluation:

❑ Provides the director with a clear understanding of the board's expectations
❑ Ensures the director is aware of how well the expectations are being met
❑ Serves as a formal vehicle of communication between the board and director
❑ Identifies the board's actual concerns so that appropriate action can be taken
❑ Creates an opportunity to review and acknowledge the director's accomplishments
❑ Documents annual accomplishments of the library
❑ Demonstrates sound management practices and accountability to municipal officials and the community.

The format and procedure for director evaluation must be worked out by each board, but it is important for each board member to understand what is appropriate and inappropriate for the evaluation. The method used should be agreed upon by the board and director at the beginning of the evaluation period so it is clear to both the board and director what the basis for the evaluation will be.

Make the evaluation a positive effort to communicate better with the director. A written evaluation allows the board and the director a system to communicate about how to make the library better. Look as much for what the director does well as for areas that need improvement.   Then, the cycle starts again by deciding the basis of the evaluation for the coming year's performance.

> Acknowledge and reward good performance; work with the director to correct inadequate areas of performance. If problems arise with the director's performance during the year, the board should discuss these problems with the director at that time, along with possible solutions. **At the time of the annual evaluation, there should be no surprises.**

Evaluation Criteria

Your community, the library and the board's priorities will determine what factors to consider when evaluating the performance of the director. The following list gives you some points to consider.

Preparing and managing the budget
❑ Is the preparation work completed in a timely manner for the Board?
❑ Does the budget cover all necessary expenses?
❑ Are funds allocated or reserved for unanticipated contingencies?
❑ Are the funds allocated effectively?
❑ Are major corrections to the budget during the fiscal year avoided?

Managing the staff
- ❑ Are positive management/staff relations maintained?
- ❑ Are fair and equitable policies proposed for Board adoption and then fairly administered?
- ❑ Have grievances been filed? If so, what is their nature?

Keeping current
- ❑ Are innovations in service delivery and technology studied thoroughly and implemented if they fit the needs of the library and are proven to be cost effective?
- ❑ Does the director maintain current knowledge of best library practice?
- ❑ Is the staff encouraged and assisted in learning about best library practice?

Collection management
- ❑ How adequately does the library identify needs and interests in the community and translate these into the library's collection and services?
- ❑ Have priorities been established to enable the library to respond to a potential budget cut?

Implementation of board decisions
- ❑ Are board decisions implemented on a timely basis?
- ❑ Once board decisions have been made, does the director support and not undermine them?

Use of the library
- ❑ How effectively are the current and new services of the library communicated to the public?
- ❑ Are circulation trends, program attendance, reference questions, Internet use and other uses of the library analyzed with appropriate action taken?

Staff selection
- ❑ Is the selection process designed to ensure that the best person is hired?
- ❑ Is the selection process consistent with legal requirements?

Development of staff
- ❑ Does staff receive training adequate to perform their jobs?
- ❑ Is staff encouraged to develop career goals and/or goals for learning new skills?
- ❑ Does the director promote staff development and support it with funding?

Use of staff
- ❑ Have peak service hours been identified and staff assigned accordingly?
- ❑ Are staff functions analyzed periodically with the objective of combining or eliminating tasks or creating new assignments?
- ❑ Are staff workloads equitable?
- ❑ Are job descriptions current?
- ❑ Does the director conduct regular performance evaluations?

Planning
- ❑ Does the library have a current plan and does the plan reflect board priorities?
- ❑ Is the plan updated to reflect changing circumstances?
- ❑ Are the director's activities and accomplishments consistent with the plan?
- ❑ Is the plan flexible enough to allow for changing circumstances?
- ❑ Does the director provide enough information to the board about implementing the plan?

Miscellaneous rating factors
- ❑ Are "hard decisions" made and implemented or are they deferred or ignored?

- ❑ Does the director display initiative?
- ❑ Does the director make decisions objectively or do personal biases intrude?
- ❑ Is the director open with the board about both accomplishments and problems?
- ❑ Does the director set an example for other staff through professional conduct, high principles, good work habits, etc?

As stated earlier, the format and procedure for director evaluation must be worked out by each board and should be agreed upon by the board and director at the beginning of the evaluation period. On the next page is a sample form to give boards a starting point.

Dismissing the Library Director

Probably the most painful situation a public library board can face is the dismissal of the library director. Boards that hire carefully, communicate well, nurture positive working relationships, and evaluate effectively should not have to experience this unpleasant task. When all potential solutions have been tried and the problems still cannot be resolved, dismissal is a last resort.

Directors are usually dismissed only after serious infractions of board policy, violation of the law, or very poor performance coupled with unwillingness or inability to improve. <u>It is important that reasons for dismissal are carefully documented</u>. The board has a responsibility to ensure that personalities and biases are not factors in any dismissal decision. The dismissal and/or appeals procedure should be described explicitly in board policy and allow the director a full hearing to discuss specific charges. A board should not begin a dismissal process unless it understands the implications, has consulted with the appropriate local government officials, believe its position is defensible, and has obtained appropriate legal advice from an attorney.

The following factors should be considered prior to making a final decision to dismiss a library director:

- ❑ Was there notice given to the employee?

- ❑ Was the reason for termination reasonably related to library employment?

- ❑ Was there an investigation and documentation?

- ❑ Was the investigation fair and objective?

- ❑ Was there proof of a violation?

- ❑ Is there equal treatment of other library employees in similar situations?

- ❑ Is termination of the library director an appropriate disciplinary action? Even if the library director has done something wrong, has been given notice, and has not ceased the activity, is termination too harsh a penalty? Or would some other consequence be more reasonable?

Sample Evaluation Form

Name:	Evaluation Period:

Responsibilities	Expectations and Goals	Comments

Overall Performance

Comments:	Performance Rating: _____ Exceeds expectations _____ Meets expectations _____ Does not meet expectations Employee: ___ Agree ___ Disagree Signature _____ Date _____ Board Signature _____ Date _____

Chapter 14: The Board's Relationship with Library Staff

The only employee who reports directly to the board is the library director.
Understanding the nature of the relationship between the board and other staff members will prevent organizational problems and contribute to a smooth running library. Decisions by the board affect working conditions, salaries and benefits and other personnel matters.

The director is responsible for hiring, supervising, evaluating, and, if necessary, disciplining and dismissing staff. The director is accountable to the board for the performance of all staff. Employees need to clearly understand the authority of the library director, who is accountable to whom and who has responsibility for what.
The board hires the director to be the expert in management of the library, including the management of all other personnel.

❑ The board has no direct responsibility for day-to-day supervision of staff other than overseeing the director.
❑ Board members have no authority to issue orders to staff or make demands of staff except through the director.
❑ The board has no direct responsibility for assessing staff performance other than the director's.

Staff members may sometimes go around the director and take concerns and complaints directly to the board or to individual board members. It is the board member's responsibility to remind the staff member about the proper procedure for concerns or complaints. The board does not act on complaints from the staff, except through a grievance procedure outlined in board policy. Concerns or complaints that come directly to board members should be reported to the director for resolution.

As a board member, you should show concern for the well-being of staff. Encourage retention of good staff by budgeting for competitive pay and benefits and for training and continuing education. Work with the director to recognize and acknowledge good staff performance and say thanks to staff through specific board action.

Examples of when board members may interact with staff include:

❑ In committee settings
❑ In the planning process
❑ When staff are asked by the director to make reports at the board meeting
❑ If board members volunteer at the library
❑ During library social events

Chapter 15: Advocating for the Library

A library advocate is someone who understands the value and importance of public library service and who communicates that value and importance to the community, government leaders, and other decision-makers. As a volunteer leader of the library, you can be a good advocate for the organization because your motivation is service to the community. Board members are also community leaders and influential in the community, prime qualities for an advocate.

> When you advocate for better public library services, you are promoting a better quality of life for the people of your community today and in the future. Advocacy is a primary role of a library trustee because you have statutory responsibility for your library's governance and are expected to better its services. You serve as the connection between the local community and its public library and are in a unique position to promote the library and see that it meets the needs of the community.

Your advocacy efforts will generally be part of a planned board effort. The board must speak with one voice. You, as an individual board member, can speak about the board's official position on issues and can also promote the interests of the library at any time. Your advocacy for the library may include establishing a relationship with the mayor, city council, and county board of supervisors; communicating to the taxpayers the needs and plans of the library; and carrying out public relations activities for the library.

As a library advocate, one of the main responsibilities of the library board is to obtain adequate financing for the library. As a representative of the general public, you can make a more effective case on the importance of adequate funding for the library than the librarian director who may be viewed as having a vested interest in a larger budget.

Effective advocacy requires:

- ❑ a deep personal commitment to your library and the services it provides
- ❑ willingness to go out into your community on behalf of the library
- ❑ a sense of what the community needs the library to be in the future
- ❑ willingness to work to help move the library forward

Telling the Library Story

Don't wait for a budget presentation to make a case for needed funding or to describe library programs and services. To make sure the library is seen as an essential community service, tell the library story all year. Invite officials to library programs and activities. Ask the library director to provide reference services and assistance to city departments and officials. Share your successes with your city and county. Awards, record numbers at summer library programs, staff accomplishments and news articles should be part of regular reporting about the library to the city council.

As you carry out your advocacy role, make use of *Telling the Library Story*, an online toolkit for assisting Iowa libraries in explaining and demonstrating the value of their services, http://www.statelibraryofiowa.org/ld/tell-library-story.

In your community there are people who use the library and people who pay taxes to support the library but do not use it. Embrace all community members and be prepared to work with groups as well as individuals. This means not just waiting for an invitation, but initiating opportunities to meet with community groups such as Rotary, Kiwanis, school parent-teacher groups, Chamber of Commerce.   Learn about community issues, interests and concerns. Work with the library director and other board members to communicate how the library can meet the needs of the community.

A successful advocate can bring new users and new revenues into the library, and increased awareness of library services. Legislators have been known to change their view of libraries after speaking to a trustee advocate. Or the people to whom you speak may be so enthused that they will write a bequest to the library in their wills, ask their employer to make a donation to the library, or speak to state or federal legislators on behalf of libraries.

Advocacy Includes Defending Intellectual Freedom

Finally, as a trustee advocate, you will be a defender of intellectual freedom defined by the American Library Association as the *"the right of every individual to both seek and receive information from all points of view without restriction.*. Once the board has established a collection development policy and library resources are purchased which respond to community needs, the trustee as advocate must recognize an inviolable responsibility to permit people access to those materials. One of the most frequent questions asked of library trustee advocates (usually in front of an audience) is whether a particular book or other item should be in the library's collection. The response must be unequivocal in defense of the community's intellectual freedom. See Chapter 17 for more information on intellectual freedom.

Chapter 16: Monitoring and Evaluating Library Success

Board members monitor and evaluate overall results. For example, you should not be in the library every day monitoring the kind of service provided by library staff. But the board can survey the community to measure the satisfaction of those who use the library and to identify strengths and areas for improvement.

> The very term "trustee" indicates what the community expects from you. The community puts its trust in you to make sure the library is operating the way it should. It's your job to keep an eye on the progress of the library for the community.

Finance is one of the most difficult items you will have to monitor and evaluate, but it doesn't have to be an overwhelming task. Begin your monitoring with careful attention to the budget, the board's financial plan for the library. The budget will be prepared by the director and staff and presented to the board for approval. When the budget is presented, ask whatever questions necessary to gain a reasonable understanding of this financial plan—basically, where the money is coming from and where it will be spent.

Monthly financial reports to the board are the tools used to monitor how well the director and staff are following the financial plan the board approved when they voted on the budget. If you don't understand the reports, ask the director for an explanation. You don't have to know everything about the finances, just enough to feel comfortable that the money is coming in and going out according to your budget plan.

Financial reports will cover both the revenue side and the expense side of the budget. On the expense side, you should understand what was budgeted, what has been expended to this point, the difference between the spending plan and what is actually being spent, and the reasons for the differences. The same is true for the revenue side. How much money did you anticipate at this point? What has actually come in? What's the difference and why is there a difference?

New board members should receive a good orientation about library finance and how to monitor financial status. **Ask questions if the:**

- ❑ budget is not clear to you
- ❑ financial report is not clear to you
- ❑ audit report is not clear to you

See Chapter 9 for a more complete discussion of library finance.

Chapter 17: Intellectual Freedom

Understanding Intellectual Freedom

The role of a public library in a democratic society is to ensure free and open access to information and materials for all as guaranteed by the First Amendment of the Constitution of the United States. Library boards protect and defend intellectual freedom

The American Library Association defines intellectual freedom as *"the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question cause or movement may be explored."* Put another way, intellectual freedom is the right to have access to information, the right of every individual to choose what information he or she wants and in what form.

> "Freedom of expression is an inalienable human right and the foundation for self-government. Freedom of expression encompasses the freedom of speech and the corollary right to receive information." [American Library Association, Access to Electronic Information, Services and Networks]. Libraries and librarians protect and promote these rights by providing access to information from all points of view.

Intellectual freedom is based on the First Amendment of the U.S. Constitution: "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the government for a redress of grievances."

Intellectual freedom is essential to a democracy. Democracy is "a government in which the supreme power is vested in the people and exercised by them directly or indirectly through a system of representation usually involving periodically held free election" [Merriam-Webster Online Dictionary]. Democracy assumes an informed citizenry. If people are restricted from obtaining information from all points of view, their ability to be informed is diminished and thus they cannot exercise self-government.

The American Library Association's Library Bill of Rights and the Freedom to Read located in the appendix will help you become more familiar with intellectual freedom. Intellectual freedom includes more than books. See the Freedom to View, http://www.ala.org/alaorg/oif/freedomtoview.html and Access to Electronic Information, Services, and Networks http://www.ala.org/alaorg/oif/electacc.html.

A Corollary to Intellectual Freedom is Privacy

"What people read, research or access remains a fundamental matter of privacy. One should be able to access all constitutionally protected information and at the same time feel secure that what one reads, researches or finds through our Nation's libraries is no one's business but their own." [American Library Association].

Privacy is guaranteed by the Fourth Amendment to the U.S. Constitution: "The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no warrants shall issue, but upon probable

cause, supported by oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized."

Be Prepared

The selection of library materials is a process strongly related to intellectual freedom. To be prepared to meet challenges to intellectual freedom, every local library board should have in place a written "Collection Development Policy" adopted by the Board of Trustees. This policy should be developed by the library board and director.

The library is a **selector**, not a censor. A **selector** believes in the individual's right to examine and evaluate materials and make personal choices about them; a censor believes in examining, evaluating and choosing materials for others. The collection development policy should support the right of all members of the community to have access to a wide range of materials, even if that includes items which some people might find objectionable.

> "We are not afraid to entrust the American people with unpleasant facts, foreign ideas, alien philosophies, and competitive values. For a nation that is afraid to let its people judge the truth and falsehood in an open market is a nation that is afraid of its people"
> **John Kennedy, February 26, 1962**

The library director, staff and board of trustees must be familiar with the collection development policy. If there is a challenge to library materials, the library must speak with one voice.

Two important elements that should be included in a collection development policy are:

❑	selection criteria for all types of resources (print, audiovisual, electronic)
❑	policy on reconsideration of materials

When a censorship attempt occurs, the trustees and staff should keep in mind the following principle:

DON'T DEFEND THE PARTICULAR ITEM BEING CHALLENGED

DEFEND INTELLECTUAL FREEDOM

Be prepared by following the steps below:

❑	Develop and adopt a written Collection Development Policy
❑	Be familiar with the American Library Association's Library Bill of Rights and Freedom to Read statements
❑	Develop a method for handling complaints. (Complaints should be made in writing and signed.)
❑	Provide training for trustees and staff on what to do if a challenge occurs.
❑	Be informed about local and state legislation related to censorship

When a member of the community complains about an item in the library's collection, often they just want someone to listen to them and to take their concern seriously. A formal challenge may be averted if the library director takes the time to listen.

If your library is faced with a formal challenge, the library board should:

- ❏ Review the library's Collection Development Policy and the American Library Association's Bill of Rights and Freedom to Read Statement
- ❏ Explain the collection development policy
- ❏ Take into consideration the rights of the whole community
- ❏ Make a decision consistent with library policies and your principles

An ongoing issue in the area of intellectual freedom is access to information via the Internet. The First Amendment applies to the provision of information in the library including the Internet. In 2003 the U.S Supreme Court ruled that the Children's Internet Protection Act (CIPA) was constitutional only if the Internet filters required by CIPA could be readily disabled upon the request of adult library users.

> "Censorship reflects a society's lack of confidence in itself. It is the hallmark of an authoritarian regime…" **Justice Potter Stewart, dissenting Ginzberg v. U.S. (1966)**

Assistance with Intellectual Freedom Issues

Contact the following for help with intellectual freedom issues:

- ❏ The Iowa Library Association provides information on intellectual freedom and support in dealing with censorship challenges. Contact the chair of the Intellectual Freedom Committee. Contact information for the current chair can be found on ILA's website, http://www.iowalibraryassociation.org/

- ❏ Library Service Areas, http://www.ilsa.lib.ia.us/State Library of Iowa, http://www.statelibraryofiowa.org/

- ❏ The American Library Association's Office for Intellectual Freedom website is an excellent resource on these issues, http://www.ala.org/ala/aboutala/offices/oif/index.cfm

Chapter 18: Developing and Adopting Policies

To do your board member job well, understand policy because that's where you'll be spending much of your time. Policies:

❑   inform everyone of board intent, goals, and aspirations
❑   prevent confusion among trustees, staff and the public
❑   serve as the basis for the rules and regulations governing the library's operation
❑   promote consistency of board action
❑   eliminate the need for instant (crisis) policymaking
❑   improve communication with the public
❑   clarify board member, director and staff roles
❑   give the director a clear direction from the board

> Policy is a carefully designed, broadly stated, written guideline for actions and decisions of the library. It is a governing principle formally adopted by the board.

Policies flow from the library's mission statement and should be consistent with its mission. For example, if part of your library's mission is to support the formal education of K-12 students, then the library's collection development policy, hours open and services should support that mission.

A board should "develop" policy and not just "write" policy. Good policy grows out of a process of studying the issues and needs, gathering facts, deliberating the issues, writing the policy and reviewing the policy at least every three years. Once the board adopts policies, the board observes, interprets, evaluates and supports those policies. The board also modifies existing policies and creates new policies as needed to keep the library running well.

Using the board policies as general guidelines, the director and staff write procedures. For example, your library board may develop a policy for adding a DVD collection. The director and staff would then write procedures for purchasing materials for the collection, processing items purchased for the collection and other procedures necessary to manage the collection.

Policy development includes these steps.

1) **Anticipate the need**. Unfortunately, many library policies are a direct result of a problem or even a crisis rather than a result of careful planning and foresight. A better way to identify need for particular policies is to anticipate problems and write policies before the problems occur. Although each library board should develop its own policies, sometimes it is helpful to review policies from other libraries before getting started.   The State Library has some links to library policies on its Web site, http://www.statelibraryofiowa.org/ld

2) **Gather the facts**. Most policies will grow out of recommendations from the library director. Your director is in touch with trends, problems and issues that require policies. Depending on the nature of the policy, you may want to seek legal counsel.

3) **Evaluate the proposed policy**. Is it:

❑   Necessary or is the issue already covered in another policy?

❑   Consistent with the mission statement?

❑   Compatible with other policies?

❑   Consistent with local, state and federal law? Review the policy to determine whether any provisions would be illegal under Iowa or federal law. For example, a library policy of "no animals or pets allowed" must provide an exception for Seeing Eye dogs and other support animals.

❑   Practical, enforceable and affordable?

❑   Reasonable (including reasonable penalties)? Let's say a library board decides to set the library's hours as 10:00 a.m. to 11:30 a.m. Monday through Friday." Although it would not be illegal to set such hours, a court could find the policy to be unreasonable because, in effect, it denies library access to citizens who work or go to school during the day. The library board should also examine proposed policies to determine if any penalties are unreasonable. For example, it would be reasonable for a "no skateboarding in the library" policy to include a "penalty" that violators would be asked to leave for the rest of the day. It would not be reasonable to penalize the skateboarding patrons by banning them from the library "for the rest of their lives."

❑   Measurable? It is difficult, if not impossible, to enforce a policy fairly if the policy and penalty are not quantifiable. Policies should be written clearly so that library board members, library staff, and library patrons can read a library policy and know what constitutes a "violation" of the policy. For example, if a library has a policy which states that patrons will lose their borrowing privileges if they have "too many overdue books for too long," the definitions of "too many" and "too long" are not clear and may result in unfair application when interpreted by different staff members. On the other hand, a quantifiable policy states that patrons will lose their borrowing privileges if they have "library material which has been overdue for three weeks or longer and if the patron has not returned the material or paid the replacement cost or made arrangements with the library for payment."

❑   Broad enough to cover the subject completely?

Finally, could there be **discriminatory application** of the policy? In order to be legally enforceable, library policies must be applied fairly to all patrons. Courts will invalidate library policies which are not applied equally to all patrons and are used to discriminate against certain groups of patrons. For example, a "no sleeping" policy might be enforced against homeless patrons but not against other patrons (such as the mayor) who drift off while reading in a comfy chair. Some libraries might have "no noise" policies which they enforce only against tables of giggling adolescents but never against tables of loud-speaking adults.

4) **Write the policy**. The actual wording of the policy is best left to the library director or a task force of board members and the director. The actual policy may come to the board and back to committee for revision several times before it's finished.

5) **Adopt the policy.** Final approval of the written policy is a board responsibility.

6) **Establish a schedule for policy review.** Policies can become out of date. Regular review of board policies help keep them current and at the same time keep board members informed. The recommended way to review policies is to date every policy and revision to the policy and establish a review date. Then, make sure the board or a committee of the board examines each policy on or before that date and approves any changes. This makes it much less overwhelming.

When reviewing and rewriting existing policies, ask whether there is still a viable reason to have the policy in the first place. Some boards have eliminated long-standing policies which have outlived their original usefulness and have opted instead for a more positive image for the library in the community. These include policies such as overdue fines, rental fees, and restrictions of number of materials borrowed at one time.

7) **Place the policies in one manual.** The manual makes the process of learning board policy simpler for new board members and it makes application and interpretation of policies easier. A manual also makes the process of review and update of board policies much easier.

8) **Make the policy manual available to the staff and the public at large.** A paper copy of the policy manual should be available at the library; also put library policies on your Web site.

Suggested Items to be Included in a Library Policies Manual

Administration and Governance

- ❏ Local library ordinance
- ❏ Board bylaws
- ❏ Conflict of interest
- ❏ Trustee recruitment, orientation and education
- ❏ Mission statement and planning documents

Circulation Policy

- ❏ Borrowers' eligibility and responsibilities
- ❏ Equipment use
- ❏ Fines and fees
- ❏ Open Access
- ❏ Registration
- ❏ Confidentiality of records
- ❏ Loan periods
- ❏ Lost/damaged materials
- ❏ Renewals and reserves

Collection Development

- ❏ Description of your community and its needs
- ❏ Purpose of collection
- ❏ Criteria used for selection; complaint and reconsideration procedures
- ❏ Statements concerning intellectual freedom (for example, ALA Library Bill of Rights, Freedom to Read, Freedom to View)
- ❏ Evaluation of collection including withdrawal / weeding of materials
- ❏ Cataloging, maintenance
- ❏ Gifts and donations including requests for appraisals; disposal of unwanted donations

Interlibrary Loan Policy

- ❏ Participation in state/national networks
- ❏ Fees, if any
- ❏ Access Plus

Personnel

- [ ] Library director recruitment, hiring, evaluation (performed by the board)
- [ ] Library staff recruitment, hiring, evaluation (performed by the library director)
- [ ] Salary structure / salary scale
- [ ] Benefits such as insurance, retirement, workers compensation, vacation, sick leave
- [ ] Staff development / training / continuing education / travel
- [ ] Memberships such as Iowa or American Library Associations
- [ ] Staff conduct / dress code
- [ ] Disciplinary action / grievance procedures
- [ ] Promotions / demotions
- [ ] Resignation and dismissals
- [ ] Personnel records
- [ ] Job descriptions

Public access computers and Internet Use

- [ ] Responsibility of user
- [ ] Statement prohibiting access to child pornography
- [ ] Statement that there is no guarantee of privacy when using a public access computer
- [ ] Confidentiality of computer use records

Reference Policy

- [ ] Homework assignments
- [ ] In-person vs. telephone questions vs. electronic reference
- [ ] Online searches
- [ ] Reference Interview
- [ ] Reference back-up service

Services and Programs

- [ ] Hours and services
- [ ] Holiday closing and weather closings
- [ ] Programs for children, teens and adults
- [ ] Meeting room (including ICN use if your library has an ICN room)
- [ ] Bulletin board and display areas
- [ ] In-house audiovisual use
- [ ] Art collections

Other

- [ ] Customer service
- [ ] Marketing and public relations
- [ ] Unattended children
- [ ] Missing children
- [ ] Conduct in the library
- [ ] Friends groups and volunteers
- [ ] Library foundation
- [ ] Emergencies and disasters
- [ ] Severe weather
- [ ] Staff safety

Chapter 19: Planning for the Library's Future

Library boards continuously guide, shape, and build library services for their community as they make decisions about money, buildings, programs, technology and staff. The challenge is to make these decisions based on a carefully considered written <u>plan</u>. As you've learned, planning is one of the five major roles of a library board. A good plan is a road map and assists the board and the director in making decisions that are the best ones for the community being served. It also publicizes the library's priorities and its vision of the future.

Put simply, planning is deciding what is going to happen at the library over the next few years. It is taking charge of the library's future and creating it to be responsive to what the community needs.

Some important reasons to plan are to:

❑ Improve service to library customers
❑ Respond to changes in the community
❑ Reallocate resources to meet the greatest needs
❑ Anticipate opportunities and problems
❑ Provide direction for the library
❑ Make a difference in the community
❑ Enhance the image of the library within the community
❑ Be accountable

A library should undertake a formal planning process every three to five years to reevaluate the library's service to the community and its future. Planning involves looking at what is possible and considering a wide range of alternatives. Open-mindedness and creativity will help you develop a plan that will make the most effective use of library resources. Keep in mind the present and future needs of the entire community served by the library. Planning will be most effective when it involves a partnership between the board and director and includes obtaining input from the members of the public, as well as from staff.

Basic Questions to Be Answered in Planning

Planning involves the basic questions below:

❑ What are the needs in the community?
❑ What is the purpose of the library related to community needs?
❑ Where are we now?
❑ Where do we want to go?
❑ How will we get there?
❑ How will we know what we accomplished?

What are the needs in the community?

The first step in library planning is looking outward, not inward. What is your community like? What are the demographic, economic, technological, political, social and cultural factors that may have an impact on library services?   What is important to your community now and in the future? To answer these questions, gather information about the community and involve stakeholders such as the city, businesses, and cultural, educational, human service and social organizations. This step could include doing a SWOT analysis of the community, i.e., what are the community's strengths, weaknesses, opportunities and threats?

What is the purpose of the library related to community needs?

The library mission is a brief statement of the library's purpose related to community needs. What role does the library want to play in the community? What should the library be doing? While somewhat general, the statement should state the library's major areas of emphasis. If you decide to use *Strategic Planning for Results* as a planning model (see description later in this chapter), the library's service responses would be included in the mission statement.

Where are we now?

What is the present state of the library? To answer this question, learn about the major services of the library and how they are being used. Gather information about the library budget, number of staff, the collection, library programs, number of public access computers, etc. How is the community using the library now? Are there areas where use is growing or declining? This step could include doing a SWOT analysis of the library, i.e., what are the library's strengths, weaknesses, opportunities and threats? The library director will be an especially important source of information about the current state of the library.

Where do we want to go?

What does the library want to accomplish? Where should the library be in the future? In other words, what are the library's goals? <u>Goals</u> are general, non-measurable descriptions of conditions or accomplishments which will support the library mission. *Strategic Planning for Results* (described later in this chapter) suggests that goals have two parts: who will be served and how they will benefit. Sample goals are:

- ❑ "Children will discover the joy of reading."
- ❑ "Teens in Anytown will have materials and programs that excite their imaginations and provide pleasurable reading, viewing and listening experiences."
- ❑ "Business owners in Anytown will have the information they need to make their businesses thrive."

Objectives are specific, measurable, time-limited descriptions of desired results. They are used to measure progress toward reaching your goals. *Strategic Planning for Results* recommends that there are at least two written objectives for each goal. An example of an objective for the teen goal above might be:

"Each year 75% of teens who use the library will say that library materials and programs provide them with satisfying recreational experiences."

A planning resource is *In Service to Iowa: Public Library Measures of Quality* published by the State Library of Iowa. This document, developed with input from the public library community, encourages the ongoing development of quality library service in Iowa. Used as a planning tool, it assists libraries in setting goals and writing objectives based on service standards. Every public library must determine its own identity in its community. *In Service to Iowa* encourages libraries to plan, offer services based on community needs and measure their effectiveness.

How will we get there?

Activities state the actions that will be taken to meet the objectives. For every objective, a number of possible activities should be identified and analyzed. The analysis should include the potential impact of each activity on the objective, the likelihood of success, and the cost and impact on other library activities. At least one activity should be identified for each objective. Activities will include a time frame for accomplishing them and who will do what.

The library director will be integrally involved throughout the planning process. When it is time to identify specific activities, the board's role typically diminishes and the library director's role will increase because of his or her knowledge of day-to-day library operations.

How will we know what we accomplished?

Progress is measured against the written objectives. Usually statistics will be gathered to measure progress and the library director will need to determine what data to regularly gather so that information can be provided to the board.

Once the plan is complete, the planning process shifts to implementation, review and evaluation. Plans should be reviewed and updated at least annually. Have objectives been accomplished? Are there parts of the plan that are out of date and in need of updating? Are there new elements that need to be added to the plan? Plans are dynamic documents and at times it is necessary to change them. While the mission statement and goals are not apt to change during a review process, objectives and activities could very well change.

Action Checklist:

❑ Has the board developed a plan for the library?
❑ Has the board used the community's and library director's input in the planning process?
❑ Has the plan been evaluated in the last year?
❑ Has the board adopted an annual budget which supports the plan?
❑ Is the library budget adequate to implement the plan?

Strategic Planning for Results

Since 1980 there have been five planning guides developed for public libraries with the most recent being *Strategic Planning for Results,* by Sandra Nelson for the Public Library Association (PLA) in 2008.

Like the other guides*, Strategic Planning for Results* was built on three basic assumptions:

❑ Excellence must be defined locally—it results when library services match community needs, interests, and priorities.

❑ Excellence is possible for both small and large libraries—it rests more on commitment than on unlimited resources.

❑ Excellence is a moving target—even when achieved, excellence must be continually maintained.

There are two significant changes in *Strategic Planning for Results*:

"Strategic planning," not "long-range planning" is used to describe the planning process. This change is an acknowledgment that libraries need to respond to the dynamic, changing environment.
The book includes a great deal of information about understanding and managing the change process.

The steps and tasks involved in using *Strategic Planning for Results* and brief descriptions of the service responses are included on the following pages.

Strategic Planning for Results Tasks and Steps

Task 1: Design the Planning Process
Step 1.1: Identify the reason for planning
Step 1.2: Define planning responsibilities
Step 1.3: Prepare a planning schedule and budget
Step 1.4: Develop a communication plan
Step 1.5: Design and present a staff orientation

Task 2: Start the Planning Process
Step 2.1: Obtain board approval
Step 2.2: Select community planning committee members
Step 2.3: Invite committee members
Step 2.4: Prepare and distribute community and library information packets

Task 3: Identify Community Needs
Step 3.1: Present an orientation for members of the planning committee
Step 3.2: Develop community vision statements
Step 3.3: Define current conditions in the community
Step 3.4: Decide what needs to be done to reach community vision

Task 4: Select Service Responses
Step 4.1: Present an overview of the library to committee members
Step 4.2: Select preliminary service responses
Step 4.3: Describe the effect of preliminary service responses on current library services
Step 4.4: Select final service responses

Task 5: Prepare for Change
Step 5.1: Assess the library's readiness for change
Step 5.2: Plan to create a positive environment for change
Step 5.3: Review and revise communication plans
Step 5.4: Train supervisors and managers

Task 6: Consider Library Values and Mission
Step 6.1: Define values
Step 6.2: Consider the library mission

Task 7: Write Goals and Objectives
Step 7.1: Write system goals
Step 7.2: Write system objectives
Step 7.3: Determine the priority of goals and measures of progress for each unit

Task 8: Identify Organizational Competencies
Step 8.1: Understand organizational competencies and initiatives
Step 8.2: Identify organization issues
Step 8.3: Write organizational competencies and initiatives

Task 9: Write the Strategic Plan and Obtain Approval
Step 9.1: Write and review the strategic plan
Step 9.2: submit the strategic plan for approval

Task 10: Communicate the Results of the Planning Process
Step 10.1: Define the target audiences
Step 10.2: Develop a communication plan
Step 10.3: Develop communications to target audiences

Library Service Responses

Be an Informed Citizen: Local, National and World Affairs. Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision making.

Build Successful Enterprises: Business and Nonprofit Support. Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

Celebrate Diversity: Cultural Awareness. Residents will have programs and services that promote appreciation and understand of their personal heritage and the heritage of others in the community.

Connect to the Online World: Public Internet Access. Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the every-growing resources and services available through the Internet.

Create Young Readers: Early Literacy. Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

Discover Your Roots: Genealogy and Local History. Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

Express Creativity: Create and Share Content. Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

Get Facts Fast: Ready Reference. Residents will have someone to answer their questions on a wide array of topics of personal interest.

Know Your Community: Community Resources and Services. Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Learn to Read and Write: Adult, Teen, and Family Literacy. Adults and tees will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

Make Career Choices: Job and Career Development. Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

Make Informed Decisions: Health, Wealth, and Other Life Choices. Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decision that affect their lives.

Satisfy Curiosity: Lifelong Learning. Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

Stimulate Imagination: Reading, Viewing, and Listening for Pleasure. Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

Succeed in School: Homework Help. Students will have the resources they need to succeed in school.

Understand How to Find, Evaluate, and Use Information: Information Literacy. Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

Visit a Comfortable Place: Physical and Virtual Spaces. Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and ready and will have open and accessible virtual spaces that support networking.

Welcome to the United States: Services for New Immigrants. New immigrants and refugees will have information on citizenship, English Language Learning, employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.

Chapter 20: State Library of Iowa

The State Library is a division of the Iowa Department of Education. Like public libraries, the State Library is governed by a board of trustees called the Iowa Commission of Libraries.   The Commission has policy and budget authority as well as the authority to hire and evaluate the State Librarian.   The State Library of Iowa's two roles are **Library Development:** improving library services in Iowa and **Library Services**: delivering specialized information services to state government and to Iowans.

Library Development

Library Development staff work to make library service in Iowa the best it can be by offering services and programs for Iowa libraries. Library Development prides itself in being passionate about the value of libraries and the difference they make in people's lives; in advocating for libraries and librarians and seeking opportunities for them; in identifying and creating innovations for helping libraries improve services for Iowans. More Information about t programs and services can be found at http://www.statelibraryofiowa.org/ld and is summarized below.

Access Plus: (part of Enrich Iowa funding): provides Iowans with equal access to library resources by encouraging and supporting interlibrary loan among all types of libraries. Participating libraries agree to provide interlibrary loan without charge to Iowa libraries and library users. The program pays a subsidy for each item loaned to eligible Iowa libraries.

Adult Services: Continuing education and consulting to help Iowa libraries provide the best possible service to Iowa's growing older adult population.

Continuing Education: includes the Public Library Management classes, Town Meetings and other workshops for librarians and trustees. Learning opportunities are provided in person, online and over the Iowa Communications Network (ICN). The State Library provides an online continuing education catalog which includes information and registration for continuing education programs offered by the State Library, the Library Service Areas and other sponsors.

Databases: access is provided to electronic databases such as EBSCOhost and OCLC FirstSearch through cost-effective statewide licenses. Libraries sign up for access to these products and pay a portion of the costs.

Direct State Aid (part of Enrich Iowa funding): is distributed to public libraries based on achievement of public library standards in *In Service to Iowa: Public Library Measures of Quality.* The three part formula includes:

❑ Base amount ($1,000, $2,000 or $3,000) depending on compliance with three tiers of standards
❑ Per capita amount ($0.20, $0.40 or $0.60) depending on compliance with three tiers of standards
❑ Three percent (3%) of the amount of funding received by the library in the previous year for service to rural residents and to contracting communities (The percentage is the same for all tiers.)

However, because the Direct State Aid program has not been fully funded by the State of Iowa, libraries receive a percentage of the amount they would receive with the formula.

Discounts for Libraries: are negotiated for libraries on supplies, books, DVDs, downloadable audio-books and technology. The State Library participates in the Iowa Educators Consortium (IEC), an initiative of the Iowa Area Education Agencies. IEC purchases allow schools and libraries to take advantage of aggressive pricing based on their purchasing volume.

E-Rate: provides discounted telecommunications services to K-12 schools and libraries. The State Library serves as the state E-rate coordinator. Every Iowa library that applies for the Universal Services Fund Discount Program for discounted Internet services must have an approved technology plan on file with the State Library of Iowa.

Enrich Iowa: includes Direct State Aid (for public libraries), Open Access and Access Plus.

Joblist: lists open positions in Iowa libraries, posted on the State Library's Web site.

Library Science Collection: provides books, journals and videos/DVDs on topics of interest to library directors, library staff and trustees, which are available through interlibrary loan.

Library Services and Technology Act (LSTA): Through the Grants to States program, the Institute of Museum and Library Services (IMLS) provides federal LSTA funds to state libraries, including the State Library of Iowa, using a population-based formula. In Iowa, LSTA funds are used primarily to support statewide library development initiatives and services such as summer library program; developing the skills of Iowa library directors and staff to serve Iowans; statewide access to online reference databases such as EBSCOhost and FirstSearch; SILO interlibrary; Iowa Center for the Book; standards for public libraries.

Open Access (part of Enrich Iowa funding): is a reciprocal borrowing program which enables library card holders from a participating library to directly check out materials, free of charge, from over 600 other libraries participating in the program. Libraries participating in Open Access are subsidized by the State Library for each item loaned to a non-resident user.

Putting Libraries on the Web (PLOW): PLOW is a program of the State Library which has provided Web sites to approximately 300 Iowa public libraries. There is an opportunity for libraries to join the program once a year.

Public Librarian Certification: helps improve library service in Iowa by developing the skills of public library staff members. There are six levels of certification. Depending on the level, individuals must meet certain work experience and/or educational requirements. To renew a certificate, 45 contact hours of continuing education must be completed every three years.

Public Library Standards and Accreditation: encourages the ongoing development of quality library service in Iowa. The program is based on *In Service to Iowa: Public Library Measures of Quality*, a manual of standards for public libraries developed by librarians and trustees.

Public Library Statistics: The State Library collects data from public libraries. These statistics are helpful when libraries want to compare their own library activity and use from year to year; benchmark against other libraries of similar size; obtain statistics to support budget requests, plan for how the library will serve the community in the future.

Statewide Shared Automation: The State Library is working to develop a voluntary statewide shared automation system, using open source software. The system would be developed for and open to Iowa libraries of all types.

State of Iowa Libraries Online (SILO): offers resource sharing services, including the Iowa Locator and SILO Interlibrary Loan, to all types of libraries in Iowa. SILO also provides DNS, e-

mail, and Web hosting services to Iowa's public libraries and is a joint program of the State Library and Iowa State University.

Telling the Library Story: This toolkit was developed by the State Library of Iowa and the Iowa Library Service Areas to "assist Iowa libraries in explaining and demonstrating the value of their services in order to increase use of and support for libraries." It includes bookmarks, a template for creating an annual report, and suggestions for talking with policy makers.

Trustees: Services include the *Iowa Library Trustee's Handbook*, workshops, orientation materials and consulting on board issues. There is a trustees page on the State Library's Web site, http://www.statelibraryofiowa.org/ld/Trustees

Youth Services: are programs and services provided to help Iowa libraries provide the best possible service to children and youth. They include the annual Summer Library Program; workshops and conferences such as Kids First; early literacy activities; consulting.

Library Services

Information Services: provides answers to reference questions; collections including books and videos specializing in government, management, medicine, and library science; and online access to magazine and newspaper articles. http://www.statelibraryofiowa.org/services

Medical Library: provides research and information services to health science professionals and the general public. Maintains HealthInfoIowa, a consumer health Web site: http://www.healthinfoiowa.org/

Patent and Trademark Depository Library: provides the public access to and assistance in searching federal patents, trademarks and their indexes. Maintains a database of Iowa Inventors, 1843 to present http://www.statelibraryofiowa.org/go/inventors

State Data Center: the official source for U.S. census statistics about Iowa such as population, housing, agriculture, business, industry and government. The Center answers census related questions and provides publications and data products including an extensive Web site: http://www.iowadatacenter.org/

State Documents Center: collection includes thousands of publications produced by state agencies, the state legislature, and state universities. Access to many documents is available electronically on Iowa Publications Online at http://publications.iowa.gov/. In addition to electronic access, print publications are made available to a network of public, university and college libraries across Iowa, providing Iowans with convenient geographic access to state publications.

Law Library: provides Iowa lawmakers, government employees, the Iowa legal community, and the general public with a highly specialized legal collection of treatises and both state and federal statutory, regulatory, and case law. Law Library staff answers reference requests and assist in locating needed legal information. http://www.statelibraryofiowa.org/services/law-library

<div align="center">

State Library of Iowa
1112 E. Grand Avenue
Des Moines, Iowa 50319
(515) 281-4105
(800) 248-4483
http://www.statelibraryofiowa.org/
Newsletter: *Footnotes* (online newsletter)

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Chapter 21: Iowa Library Service Areas

The seven Library Service Areas (LSA) were established by the Iowa Legislature to provide support to the trustees and staff of all types and sizes of libraries. Each LSA serves a specific geographic area. The 1973 legislation which established the Library Service Areas (then called regional libraries) mandated four types of support to local libraries: consulting, training, backup reference, and interlibrary loan.

Today, as a result of information technology and networking there is less focus on providing support for backup reference and interlibrary loan. With the help of online databases financially subsidized by the State Library, most reference questions are now answered by local libraries. Similarly, local libraries complete most interlibrary loans on their own using SILO, a network operated by the State Library. Consulting and training continue as primary activities.

The Library Service Areas operate on a budget appropriation funded by the State of Iowa. State funds are divided equally among the seven agencies. The funds are distributed through the Iowa Department of Education, although the appropriation is separate from Education or State Library funding.

Each LSA board has seven members: one elected by public library boards of trustees; one elected by public library employees; three appointed by the Iowa Commission of Libraries to represent library users and the public at large; one appointed by area education agencies (AEA) and one appointed by community colleges. Boards must be political party balanced (Code of Iowa, 69.16) and gender balanced (Code of Iowa, 69.16A). The Commission of Libraries (the State Library's governing board) coordinates the appointments to the LSA boards and ensures appointments are in compliance with the administrative rules. Each agency employs an administrator and between one to three additional staff.

Although Service Area staff work with all libraries, their support is most critical for the public libraries located in smaller communities. The seven service area offices communicate regularly with library boards and staff at the local level. Help is provided by phone call, email, or on-site visits.

The following services are a composite of the services offered by the Iowa Library Service Areas. Check with your own LSA to ask about specific services provided.

Consulting

New director orientations: When the board of trustees of a community library hires a new library director, they seldom have funds available to attract formally trained or experienced candidates. New library directors are enthusiastic about serving the public and eager to learn how, but are faced with a range of duties about which they know little. The Library Service Areas provide support and professional development for these new library directors. New librarians are contacted and on-site visits are scheduled to acquaint the librarian to library law, the board-director relationships, public library practices, and the help available from the library community.

Continuing Relationships: LSA staffs are available to lend an ear, offer advice, provide materials, and help on-site. They foster an open, encouraging, long-term relationship through face-to-face visits, phone calls and emails. Consulting with local libraries may include assisting in setting up a computer network; helping apply for grants; clarifying statistics for state reports;

trouble-shooting computers; interpreting cataloging rules; or conferring about any of the scores of issues affecting libraries. In addition to formal classes, Service Area staff sponsor informal opportunities for librarians to learn from each other: county and regional meetings; roundtables by size of community or job responsibility (directors, children's librarians, supervisors, support staff, interlibrary loan staff); and roundtables for libraries using the same automation vendor.

Consulting with Boards of Trustees: LSA staff also consult with library boards. Often trustees will request a refresher on hiring before they set out to find a new director. Trustees may be unsure of their responsibilities under the Iowa open meetings law, need background on setting up a library foundation, need advice on library finances and budgets, or simply want an orientation to their role as trustees. LSA staff provide the background and perspective trustees need to make effective decisions about library policies and administration.

The "For Results" Series: Both librarians and trustees benefit from the Public Library Association's "For Results" series, a planning model that encourages community-based input for improving public library administration, policies, and practices. A number of LSA staff facilitate "Planning For Results" projects wherein library trustees, directors, staff, and citizens develop strategic plans, analyze policies, and enhance library collections, facilities, personnel, and technology. Following a "Planning for Results" process requires a serious commitment, but can lead to far-reaching changes in library service to the community.

Training

The second responsibility of the Service Areas is to provide formal training and opportunities for professional growth. Classes include how to write policies, catalog library materials, conduct community assessments, market the library, provide successful children's programming, or access online information. Classes provide perspective on the roles of public libraries and librarians regarding topics such as censorship, library law, board-trustee relationships, confidentiality, and customer service.

Training happens in person, over the Iowa Communications Network; in online environments, and a combination of delivery methods. LSA staff teach many classes themselves, and also contract with specialized expertise. Training sessions are offered to the entire Service Area, often in multiple locations; to librarians in a county or adjoining counties; and to staff in a single library.

Trustee training: The Service Areas provide general trustee training as well as training tailored for the boards of individual libraries or adjoining counties. Many topics focus on board development such as policy writing, budget and finance, advocacy, hiring and evaluating directors, public computer use, meeting room use, creating a friends group; facilities planning; automated system planning; and board responsibilities and effectiveness.

Backup Reference and Interlibrary Loan

The Library Service Areas provide support for backup reference and interlibrary loan although there is less focus on these two services. Both interlibrary loan and reference have been streamlined by Web-based, databases and as a result, most reference questions are now answered at the local library. When a question cannot be answered by the local library, the LSAs provide help by using their own staff or by contracting with a library for reference service.

Central Iowa Library Service Area
1210 NW Prairie Ridge Drive
Ankeny, IA 50023-1564
(515) 963-1943
Newsletter: Electronic Maillist
http://www.cilsa.lib.ia.us/

East Central Library Services
222 Third St., SE, Suite 402
Cedar Rapids, IA 52401
(319) 365-0521
Newsletter: Electronic Maillist
http://www.ecls.lib.ia.us/

North Central Library Service Area
22 North Georgia, Suite 208
Mason City, IA 50401
(641) 423-6917
Newsletter: Electronic Maillist
http://www.nclsa.lib.ia.us/

Northeast Iowa Library Service Area
415 Commercial Street
Waterloo, IA 50701
(319) 233-1200
Newsletter: *Friday Notes* (electronic bulletin)
http://www.neilsa.org/

Northwest Iowa Library Services
529 Pierce Street
Post Office Box 1319
Sioux City, IA 51102
(712) 255-2939
Newsletter: *Monday Morning Eye-Opener* (electronic bulletin)
http://www.nwils.lib.ia.us/

Southeastern Library Services
2435 Kimberly Road, Suite 210N
Bettendorf, IA 52722
Phone: 563-386-7848
Newsletter: Blog
http://www.sls.lib.ia.us/

Southwest Iowa Library Service Area
427 East Kanesville, Suite 404
Council Bluffs, IA 51503
Phone: 712 328-9218
Newsletter: *Newsline Online* (electronic bulletin)
http://www.swilsa.lib.ia.us/

Chapter 22: Library Associations

Being familiar with and becoming involved in state and national library associations will help you be an effective trustee.

Iowa Library Association

The Iowa Library Association (ILA) is the professional association for librarians, trustees and interested persons in Iowa. ILA sponsors an annual conference in the fall and supports a lobbyist to represent library legislative interests at the state level. The subdivisions of ILA offer an opportunity to be involved in library activities and issues beyond your own library.

Iowa Library Association
3636 Westown Parkway, Suite 202
West Des Moines, IA 50266
515-273-5322
Newsletter: *The Catalyst*
http://www.iowalibraryassociation.org/

Iowa Library Trustees Association

The Iowa Library Trustees Association (ILTA) is part of ILA. ILTA participates in the ILA Annual Conference and honors the Iowa Trustee of the Year.

American Library Association

The American Library Association (ALA) is the national association for librarians, trustees and others interested in library concerns. ALA sponsors national conferences every summer and winter, and publishes books and journals on professional issues, including its news journal, *American Libraries.* The Washington Office of ALA advocates for libraries on national library-related issues and concerns.

American Library Association
50 E. Huron Street
Chicago, IL 60611
(800) 545-2433
Journal: *American Libraries*
http://www.ala.org/

ALA Washington Office
615 New Hampshire Ave, NW
First Floor
Washington, D.C. 20004
800-941-8478
(202) 628-8410

Association for Library Trustees and Advocates

The Association for Library Trustees and Advocates (ALTA) "promotes and ensures outstanding library service through educational programs that develop excellence in trusteeship and actions that advocate access to information for all."

Association for Library Trustees and Advocates
50 E. Huron Street
Chicago, IL 60611
(800) 545-2433
http://www.ala.org/alta/

Public Library Association

The Public Library Association (PLA) is the division of ALA which enhances the development and effectiveness of public library staff and public library services. PLA sponsors its own national conferences in even numbered years as well as programs at ALA conferences.

Public Library Association
50 E. Huron Street
Chicago, IL 60611
(800) 545-2433
Journal: *Public Libraries*
http://www.pla.org/

Glossary

Libraries have a language all their own. Below are some terms and acronyms that you are likely to encounter as you serve on the library board.

ACCESS - Availability of the library and its services to residents of an area served. In a larger sense, the ability to obtain sources of information through a library and its links to other sources.

ACCREDITED LIBRARY SCHOOL - A university offering a library education program for a master's degree in library science that meets the standards of the American Library Association and is officially accredited by a committee of ALA.

ACQUISITIONS - The activities related to obtaining library materials by purchase, exchange, gift, or other means.

ADA - Americans with Disabilities Act. This Act gives civil rights protections to individuals with disabilities and impacts libraries as service providers and as employers.

AEA - Area Education Agencies. They provide support services to schools.

ALA - American Library Association. The national association serving the interests of libraries.

ALMANAC - A publication, usually annual, containing a variety of useful facts and statistics, current and past. Almanacs may be general (*World Almanac and Book of Facts*) or related to a specific field or discipline (*Almanac of American Politics*).

ALTA - Association of Library Trustees and Advocates. A division of the American Library Association devoted to the concerns of library trustees.

ARCHIVES - 1) The organized body of non-current records of an organization which are preserved because of their continuing value. 2) The depository itself.

ATTACHMENT - A file of any type linked to an e-mail message so that the two are transmitted together to the desired e-mail address.

AUDIO BOOK - A book read aloud and recorded on audiotape or compact disc (CD), usually by a professional actor or reader or by the author. Synonymous with book-on-tape, recorded book, and talking book.

AUDIO DOWNLOAD - A data file containing recorded sound available over the Internet for transmission to a network user's computer

AUDIO-VISUAL - A generic term for non print materials such as video recordings, audio recordings, and computer software. Synonymous with media.

BANNED BOOK - A book whose production, distribution, circulation, or sale has been prohibited or suppressed because its content is considered objectionable or dangerous.

BCR - Bibliographic Center for Research. A broker for OCLC and databases that also provides continuing education and support services for libraries.

BIBLIOGRAPHIC RECORDS - Cataloging information used to describe and access an item.

BOOK PROCESSING - The activities for preparing books for use, including putting on jackets, labels, barcodes and stamping ownership marks. Part of technical services or processing.

BOOKS AND MATERIALS SELECTION - The process of deciding what to buy for the library. Selection is based on a policy adopted by the library board, the goals and objectives of the library, use of selection guides, funds available and the skill of the library staff in meeting local needs. Materials include all types: books, periodicals, downloadable audio books, computer software, compact disks, DVDs, electronic databases, etc.

CALL NUMBERS - The classification number on an item of library material used to mark the item, shelve it properly, list it in the catalog and find it for a user. Most public libraries use the Dewey Decimal system.

CATALOG - Bibliographic records created according to specific, uniform principles of construction which describes the materials in a collection, a library, or a group of libraries. For most Iowa libraries, it is an online catalog.

CATALOGER - A librarian who performs descriptive or subject cataloging and may also perform related tasks such as classifying or creating a shelflist.

CATALOGING - The process of physically describing library materials, for example, a book so that it can be listed in a catalog and located on a shelf for use by patrons.

CD - Compact Disc. A high capacity storage device using laser technology to read data in digital form.

CD-ROM - Compact Disc-Read Only Memory. A permanent file in compact disk format.

CE - Continuing Education.

CENSORSHIP - Prohibition of the production, distribution, circulation, or display of a work on grounds that it contains objectionable material. The person who determines what is to be prohibited or prevented from being published is known as a censor.

CIRCULATION - Statistics showing use of the library by a count of materials checked out; the library department or area which receives returned material and checks out material to the user.

CIRCULATION SYSTEM - The policies and procedures used in a library for lending materials to users and keeping records of the loans.

CITATION - A note referring to a published work from which a passage is quoted or to some source as authority for a statement or proposition.

CLASSIFICATION SYSTEM - A system for arranging books and other materials according to subject or form. Dewey Decimal Classification is the system most commonly used by public libraries.

COLLECTION - A one-word term for the library's total holdings, the books, videos, CDs, pictures, etc. which make up the materials the library has on hand for its users.

COLLECTION DEVELOPMENT - A term which covers the activities related to managing the library collection: setting selection policy, assessing user needs, studying collection use, selecting materials, maintaining the collection, weeding, etc.

COLLECTION DEVELOPMENT POLICY - A formal written statement of the principles guiding a library's selection of new materials, including its policies concerning gifts and weeding.

COPYRIGHT - The exclusive privilege of publishing and selling a work granted by a government to an author, composer, artist, publisher, etc. Libraries have a special interest in fair use of copyrighted material.

CYP - Children's & Young People's Forum of the Iowa Library Association.

DATABASE - A systematic organization of information stored in a computer file for searching and retrieval.

DEPOSITORY LIBRARY - A library which is legally designated to receive free copies of all or selected government publications and make them available to the public.

DEWEY DECIMAL CLASSIFICATION - A subject classification system for books developed by Melvil Dewey (1851-1931) that divided all knowledge into ten classes arranged in numeric sequence and further divided by a decimal system.

EBSCOhost - a Web-based information resource which includes full text magazines, newspapers and reference tools. Access to EBSCOhost is made possible through a partnership between the State Library of Iowa and Iowa's Area Education Agencies. Funding is provided by your local library and the State Library using federal Library Services and Technology Act dollars.

E-MAIL - Electronic mail. Messages sent through a communications network from one computer to another.

E-MAIL SIGNATURE - The tag-line at the end of e-mail messages. For example, e-mail software can automatically list the sender's name, phone number, and e-mail address at the bottom of every message.

FAIR USE - The special conditions (such as criticism, news, teaching, or research) under which all or portions of a copyrighted work may be reproduced without infringing upon the copyright laws.

FIBER OPTICS - A communications system which uses very thin strands of glass to conduct information coded in pulses of light. The Iowa Communications Network (ICN) is a fiber optics based system (in which libraries participate) used to transmit voice, data and video.

FICTION - From the Latin "fictio," "to make" or "to counterfeit." Prose literary works portraying characters and events created in the imagination of the writer to entertain and expand the reader's experience. In historical fiction, characters and events usually bear some relationship to what actually happened, but the dialogue is reconstructed or imagined by the author.

FILE - Any organized collection of data, documents, or records.

FIRSTSEARCH - An collection of reference databases offered by OCLC that provides records and some fulltext for books, articles, theses, films, computer software, and other types of material. The State Library of Iowa pays for a statewide license for FirstSearch enabling local libraries to take advantage of this resource.

FLOOR LOAD CAPACITY - The weight of material that a floor can safely accommodate. Of special importance in areas holding library stacks.

FLSA - Fair Labor Standards Act (federal). Establishes minimum wage, overtime pay, record keeping and child labor standards.

FORMAT - Refers to the overall physical appearance of any printed document or publication, including its size, proportions, quality of paper, typography, illustrations, and style of binding. In a broader sense, the sum of the physical characteristics of any print or non print document.

GENRE - A type or class of literature. In fiction, genre are based on form (novel, novelette, short story, etc.) and theme (mystery, romance, fantasy, science fiction, western, etc.).

GLOSSARY - An alphabetical list of terms concerned with a particular subject or area of interest, together with definitions.

GOVERNMENT DOCUMENT - Any publication, whether in book, serial or non-book form, bearing the imprint of a federal, state, local, or foreign government or of an intergovernmental organization.

HARDWARE - The bolts, nuts, boards, chips, wires, transformers, circuits, etc. in a computer - the physical components of a computer system.

HOLDINGS - The total stock of materials (print and non print) owned by a library; synonymous in this sense with library collection.

HOMEPAGE - The first or main page of a Web site.

HTML (HYPERTEXT MARK UP LANGUAGE) - The standard format used to create hypertext documents for users of the World Wide Web.

HYPERTEXT- A method of organizing data in an electronic file or database in such a way that sources can be interlinked. Hypertext is the basic organizing principle of the World Wide Web.

ICN - Iowa Communications Network; a fiber optics network designed to transmit voice, video and data.

ILA - Iowa Library Association; the association serving the interests of Iowa libraries.

ILAF - Iowa Library Association Foundation.

ILL - Interlibrary loan

ILOMS - Iowa Libraries of Medium Size.

ILTA - Iowa Libraries Trustee Association.

INTEGRATED LIBRARY SYSTEM - A group of automated library subsystems working together and communicating within the same set or system of software to control such activities as circulation, cataloging, acquisitions, and serial control.

INTELLECTUAL FREEDOM - The American Library Association defines intellectual freedom as "the right of every individual to both seek and receive information from all points of view without

restriction. It provides for free access to all expressions of ideas through which any and all sides of a question cause or movement may be explored."

INTERLIBRARY LOAN - Originally, one library borrowing from another in order to serve the user. Now, a system of interlibrary cooperation which allows libraries to obtain information and materials for their users no matter which library owns it.

INTERNET - An international system of computer networks which enables users to communicate via e-mail, find information on the World Wide Web, transfer data and program files, and access remote computer systems such as library catalogs.

INVENTORY - 1) Checking the library collection against the shelflist to determine missing items. 2) The physical listing of all records or documents in a collection.

IPERS - Iowa Public Employees Retirement System. The principal purpose of IPERS is to provide an adequate retirement plan for public employees.

ISBN - International Standard Book Number. A unique identification number printed in books by international agreement.

ISLA - Iowa Small Library Association which voted in 2002 to become a subdivision of ILA.

IUPLA - Iowa Urban Public Libraries Association.

JOBBER - A wholesale book supplier who supplies many titles from different publishers and sells them to libraries and retailers.

KEYWORD - A word used during an information retrieval search to find a particular word in an author, title, abstract or subject field. This is especially useful when the word is not used as a recognized subject term within the index being searched.

LISTSERV - An e-mail discussion forum which allows participants to subscribe and automatically receive messages posted to the list by other subscribers. Participants may also post their own messages and replies which are automatically disseminated to the other subscribers to the list. "LISTSERV" is actually a brand of software that runs e-mail discussion groups. The preferred term for an e-mail discussion group is "maillist."

LAN - Local area network. A local area network links computers and other devices within a library. A LAN enables all users on the network to communicate and to share resources such as computer files and printers.

LC - Library of Congress. The unofficial national library of the U.S. which serves Congress and provides many services to all types of libraries.

LIBRARIAN - A person responsible for the care of a library and its contents, including the selection, organization, and processing of materials, and the delivery of information, instruction, and loan services to meet the needs of its users.

LIBRARY 2.0 - Library 2.0 is a loosely defined model for library service that reflects a transition within the library world in the way that services are delivered to users. The focus is on user-centered change and participation in the creation of content and community. The concept of Library 2.0 borrows from that of Business 2.0 and Web 2.0 and follows some of the same underlying philosophies.

LIBRARY OF CONGRESS - The library in Washington, D.C. which serves the U.S. Congress and other libraries. LC does cataloging while books are in the publication process so that cataloging information can be available as soon as the book is purchased by libraries.

LIBRARY OF CONGRESS CLASSIFICATION - A subject classification system for books devised by the LC that divides knowledge into 21 subject areas and has a notation of letters and figures that allows for expansion. It is used mostly in academic and special libraries.

LJ - *Library Journal.* A professional journal widely read by librarians.

LSTA - Library Services and Technology Act. Through the Grants to States program, the Institute of Museum and Library Services (IMLS) provides federal LSTA funds the State Library of Iowa, using a population-based formula. In Iowa, LSTA funds are used primarily to support statewide library development initiatives and services such as summer library program; developing the skills of Iowa library directors and staff to serve Iowans; statewide access to online reference databases such as EBSCOhost and FirstSearch; SILO interlibrary; Iowa Center for the Book; standards for public libraries.

MAILLIST - An e-mail discussion forum which allows participants to subscribe and automatically receive messages posted to the list by other subscribers. Participants may also post their own messages and replies which are automatically disseminated to the other subscribers to the list.

MARC - MAchine Readable Cataloging. An international standard digital format for bibliographic information that allows a computer, to read and manipulate the information. MARC records are the basis for automated catalogs and were originally developed by the Library of Congress.

MEDIA - A generic term for non-print materials such as video recordings, audio recordings, DVDs, CDs, and computer software. Synonymous with audio-visual.

MICROFILM - A continuous roll of photographic film, used to store miniaturized text which can be magnified and copied only with the aid of a reader-printer machine

MICROFICHE - A card-shaped sheet of photographic film, usually 4x6 or 3x5 inches in size, used to store miniaturized text in a grid pattern which can be magnified and copied only with the aid of a microform reader-printer machine.

MICROFORM - A generic term for any medium which contains miniaturized records, such as microfilm or microfiche.

MLS - Master's degree in Library Science. The graduate degree for a professional librarian.

NON-FICTION - Prose works portraying events which actually occurred and characters or phenomena which actually exist, or which existed in the past. In libraries which use Dewey Decimal classification, nonfiction is shelved by call number.

NON-PRINT MATERIALS - Any library materials which do not come within the definition of a book, periodical, pamphlet, or other printed material and which require special handling, such as audio-visual items, microforms, and computer software.

OCLC - Online Computer Library Center, Inc. is a nonprofit membership organization offering computer-based services to libraries, other-educational organizations, and their users. The OCLC Online Union Catalog is the world's largest and most comprehensive database of bibliographic information. This shared database supports cataloging and interlibrary loan.

ONLINE SEARCH - A literature search of databases through a computer, usually performed by an online searcher as a part of reference service.

OP - Out of Print - The term used for a book which the publisher no longer stocks and no longer intends to print.

OPAC - Online Public Access Catalog. An electronic library catalog for the public connected directly to the library computer files. Public access can be in the library and/or remote via the Internet.

OSHA - Occupational Safety & Health Act. The mission of the Occupational Safety and Health Administration (OSHA) is to save lives, prevent injuries and protect the health of America's workers.

PC - Personal Computer. Generic term for a microcomputer.

PERIODICAL - A type of serial publication which is issued regularly and generally more frequently than annually, each issue of which is numbered and dated consecutively and contains separate stories, articles, and other writings. For example, a magazine.

PERIODICAL INDEX - A subject index to a group of periodicals, most of which is online (an example is *The Readers' Guide to Periodical Literature).*

PLA - Public Library Association. A division of the American Library Association focused on public libraries.

PLOW – Putting Libraries on the Web; PLOW is a program of the State Library which has provided Web sites to approximately 300 Iowa public libraries.

PROCESSING - Preparing books and other materials to be made available to the library's users. Some materials are ordered pre-processed or ready for the shelf. Processing may include cataloging, bar codes, stamping ownership marks and attaching protective covers.

PUBLIC LIBRARY - A library or library system which provides general library services and unrestricted access without charge to all residents of a given community, district, or geographic region, and is supported wholly or in part by public funds.

RANGE - One row of several sections of single- or double-faced shelving or book-cases; a component of the stacks.

READER'S ADVISORY - A service to library users where library staff, familiar with reading needs and interests, advise or recommend specific titles to users; reader's advisory also involves compiling reading lists by genre, theme, or subject.

READY OR QUICK REFERENCE - A part of reference service concerned with questions of a factual nature which can be answered readily, often from dictionaries, almanacs, directories, and other standard sources.

REFERENCE COLLECTION - Library books such as dictionaries and encyclopedias shelved together in a special location known as the reference stacks. The size of reference collections is shrinking as a result of more information being provided electronically.

REFERENCE SERVICE - The various kinds of professional assistance, including ready or quick reference and online searching, provided to library users in their pursuit of information.

REFERENCE INTERVIEW - The interpersonal communication between a reference staff member and a library user to determine the precise information needs of the user.

RETROCON - Retrospective Conversion. The process of converting information from traditional catalog cards to an electronic format. Usually called retrospective because it involves previously-cataloged material.

RFP - Request for proposal. The document issued to advertise for vendor proposals, such as automation, equipment and/or software. Usually the RFP contains detailed specifications of the goods or services wanted.

SELECTION POLICY - The policy adopted by the board for deciding which materials should be added to a library collection. The selection policy is part of the collection development policy.

SERIAL - Any publication (periodicals, newspapers, annuals, journals, transactions of societies, numbered monographic series, and all other publications in any medium) issued in successive parts and bearing numerical or chronological descriptions.

SERIES - A group of separately published works issued in succession by a single publisher, usually related in subject, each of which bears, in addition to its own title, a collective or series title which applies to the group as a whole.

SERVICE RESPONSE - What a library does for, or offers to, the public in an effort to meet specific community needs.

SHELF READING OR READING SHELVES - The examination of the arrangement of books, etc., on the shelves to assure the material is in order.

SHELF LIST - An inventory of items as they appear on the library shelf.

SHELF READ - Physically checking the shelves to make certain the books are in the proper location, and reshelving books to their proper places.

SILO - State of Iowa Libraries Online - is a joint program of the State Library and Iowa State University. SILO offers resource sharing services, including the Iowa Locator and SILO Interlibrary Loan, to all types of libraries in Iowa. SILO also provides DNS, e-mail, and Web hosting services to Iowa's public libraries.

SILO LOCATOR - A location tool for materials owned by libraries in Iowa, available on SILO.

SOCIAL NETWORKING - Social networking focuses on building online communities of people who share interests and/or activities, or who are interested in exploring the interests and activities of others. Most social network services are web based and provide a variety of ways for users to interact, such as e-mail and instant messaging services.

SOFTWARE - The programs that tell the computer what to do (calculate numbers, make a mailing list, etc.).

SPECIAL INFORMATION NEEDS - Needs inherent to a population group such as pre-schoolers, teenagers, or senior citizens. For example, pre-schoolers need short active programs to keep their attention. Senior citizens may need large print materials or outreach. Teenagers need privacy, a sense of belonging, and dislike being treated as children.

STACKS - The area in which a series of book-cases or sections of shelving are arranged in rows or ranges and used for the storage of the library's collections.

STANDING ORDER - An order placed by a library with an agent or publisher to supply each succeeding issue, volume, or part of a serial or series as it is published, until further notice.

SUBJECT HEADING - A word or group of words indicating a subject under which all material dealing with the same theme is entered in a catalog, bibliography, or index, or arranged in a file.

TECHNICAL SERVICES OR PROCESSING - All the activities related to obtaining, organizing, and processing library items and maintaining them with repairs.

TITLE PAGE - The page at the beginning of a book which states the title, author's name, edition, and imprint.

TURNKEY LIBRARY SYSTEM - A complete information processing system provided by a vendor, including hardware, software, installation, and training.

UNION LIST - A list of holdings for a given group of libraries of materials of a given type, in a certain field, or on a particular subject.

UNION CATALOG - Periodicals, books or other library materials owned by a number of libraries which combine their holdings in one catalog. The SILO Locator is an example of a union catalog.

WEB PAGE - An electronic document accessible via the World Wide Web, usually one of a group of related pages comprising a Web site.

WEB SITE - A location on the World Wide Web that provides 24-hour access to one or more interlinked pages which collectively represent the organization, company, individual, or work.

WEEDING - Removing books and other library materials no longer up-to-date or useful to the users of the library. Weeding keeps a collection current and attractive, makes way for new material and provides ongoing evaluation of the library's material and its use.

WORLD WIDE WEB (WWW) - Interface for accessing the global network of information available on computers of all types and sizes which are connected to the Internet.

URL - Uniform Resource Locator, the unique address that identifies the specific location of a resource on the Internet. For example, the url for the State Library of Iowa is http://www.statelibraryofiowa.org/ is.

Sources Consulted:

ODLIS: Online Dictionary for Library and Information Science, Libraries Unlimited by Joan M. Reitz. http://lu.com/odlis/search.cfm

Wikipedia, http://en.wikipedia.org/

Appendix

ALA Intellectual Freedom Documents
(Source: Office for Intellectual Freedom, *Intellectual Freedom Manual*, 7th ed, Chicago: American Library Association, 2006)

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948. Amended by the ALA Council February 2, 1961, June 27, 1967, and January 23, 1980, inclusion of "age" reaffirmed January 23, 1996.

The Freedom to Read

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label "controversial" views, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to counter threats to safety or national security, as well as to avoid the subversion of politics and the corruption of morals. We, as individuals devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary individual, by exercising critical judgment, will select the good and reject the bad. We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary

curtailment of expression by those who seek to avoid controversy or unwelcome scrutiny by government officials.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

 1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox, unpopular, or considered dangerous by the majority.

 Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

 2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what should be published or circulated.

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.

No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.

5. It is not in the public interest to force a reader to accept the prejudgment of a label characterizing any expression or its author as subversive or dangerous.

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for others. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large; and by the government whenever it seeks to reduce or deny public access to public information.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive. Further, democratic societies are more safe, free, and creative when the free flow of public information is not restricted by governmental prerogative or self-censorship.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a "bad" book is a good one, the answer to a "bad" idea is a good one.

The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader's purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all publishers and librarians the utmost of their faculties, and deserves of all Americans the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953, by the ALA Council and the AAP Freedom to Read Committee; amended January 28, 1972; January 16, 1991; July 12, 2000; June 30, 2004.

A Joint Statement by:

American Library Association
Association of American Publishers

Subsequently endorsed by:

American Booksellers Foundation for Free Expression
The Association of American University Presses, Inc.
The Children's Book Council
Freedom to Read Foundation
National Association of College Stores
National Coalition Against Censorship
National Council of Teachers of English
The Thomas Jefferson Center for the Protection of Free Expression

Request for Reconsideration of Library Resources

Write a paragraph here identifying who in your library is authorized to use this form – director, board of trustees – and to whom to return the form.

Include the following elements:

Date

Name

Complete Mailing Address

Phone Number

E-mail Address

Do you represent yourself?   An organization?

1. Type of resource on which you are commenting: Book, Textbook, Video, Display, Magazine, Library Program, Audio Recording, Newspaper, Electronic Information, Other.

Title of resource:

Author/Producer:

2. What brought this resource to your attention?

3. Have you examined the entire resource?

4. What concerns you about the resource? (Use other side or additional pages if necessary.)

5. Are there resource(s) you suggest to provide additional information and/or other viewpoints on this topic?

Based on a form revised by the ALA Intellectual Freedom Committee, June 27, 1995, the latest version as of 2008.

Sample Public Library Ordinance

AN ORDINANCE TO (ESTABLISH A PUBLIC LIBRARY AND) TO PROVIDE FOR THE APPOINTMENT, POWERS AND DUTIES OF A BOARD OF LIBRARY TRUSTEES.

Be it Enacted by the Council of the City of _____, Iowa:

SECTION 1. PURPOSE. The purpose of this ordinance is to provide for the (establishment of a free public library for the city and for the) creation and appointment of a city library board of trustees, and to specify that board's powers and duties.

SECTION 2. PUBLIC LIBRARY. There is hereby established a free public library for the city, to be known as the _____ Public Library.

SECTION 3. LIBRARY TRUSTEES. The board of trustees of the _____ Public Library, hereinafter referred to as the board, consists of _____ members. All (residents) board members are to be appointed by the mayor with the approval of the council. (The nonresident member shall be appointed by the mayor with the approval of the board of supervisors.)

SECTION 4. QUALIFICATIONS OF TRUSTEES. All of the members of the board shall be bona fide citizens and residents of the city (except the nonresident member), and all shall be over the age of eighteen (18).

SECTION 5. ORGANIZATION OF THE BOARD.

1. Terms of office. All appointments to the board shall be for six (6) years, except to fill vacancies. Each term shall commence on July 1st. Appointments shall be made every two (2) years of one-third the total number as near as possible, to stagger the terms. (The present incumbents are confirmed in their appointments and terms.)

2. Vacancies. The position of any trustee shall be vacant if he moves permanently from the city (or county in the case of a nonresident county member); or if he is absent from six (6) consecutive regular meetings of the board, except in the case of sickness or temporary absence from the city. Vacancies in the board shall be filled by appointment of the mayor, with approval of the council or the board of supervisors in the case of the nonresident member, and the new trustee shall fill out the unexpired term for which the appointment is made.

3. Compensation. Trustees shall receive no compensation for their services.

SECTION 6. POWERS AND DUTIES. The board shall have and exercise the following powers and duties:

1. To meet and elect from its members a president, a secretary, and such other officers as it deems necessary. The (city treasurer) shall serve as board treasurer, but shall not be a member of the board.

2. To have charge, control and supervision of the public library, its appurtenances, fixtures and rooms containing the same.

3. To direct and control all the affairs of the library.

4. To employ a librarian, and authorize the librarian to employ such assistants and employees as may be necessary for the proper management of the library, and fix their compensation; provided, however, that prior to such employment, the compensation of the librarian, assistants and employees shall have been fixed and approved by a majority of the members of the board voting in favor thereof.

5. To remove by a two-thirds vote of the board the librarian and provide procedures for the removal of assistants or employees for misdemeanor, incompetency or inattention to duty.

6. To authorize the librarian to select and make purchases of books, pamphlets, magazines, periodicals, papers, maps, journals, other library materials, furniture, fixtures, stationery and supplies for the library within budgetary limits set by the board.

7. To authorize the use of the library by nonresidents of the city and to fix charges therefor.

8. To make and adopt, amend, modify or repeal rules and regulations, not inconsistent with ordinances and the law, for the care, use, government and management of the library and the business of the board, fixing and enforcing penalties for violations.

9. To have exclusive control of the expenditure of all funds allocated for library purposes by the council, and of all moneys available by gift or otherwise for the erection of library buildings, and of all other moneys belonging to the library including fines and rentals collected, under the rules of the board.

10. To accept gifts of real property, personal property, or mixed property, and devises and bequests, including trust funds; to take the title to said property in the name of the library; to execute deeds and bills of sale for the conveyance of said property; and to expend the funds received by them from such gifts, for the improvement of the library.

11. To keep a record of its proceedings.

12. To enforce the performance of conditions on gifts, devises and bequests accepted by the city by action against the city council.

13. To have authority to make agreements with the local county historical associations, where such exist, and to set apart the necessary room and to care for such articles as may come into the possession of the association. The trustees are further authorized to purchase necessary receptacles and materials for the preservation and protection of such articles as are in their judgment of a historical and educational nature and pay for the same out of funds allocated for library purposes.

SECTION 7. POWER TO CONTRACT WITH OTHERS FOR THE USE OF THE LIBRARY.

1. Contracting. The board may contract with any other boards of trustees of free public libraries of any other city, school organization, institution of higher learning, township, or county, or with the trustees of any county library district for the use of the library by their respective residents.

2. Termination. Such a contract may be terminated at anytime by mutual consent of the contracting parties. It also may be terminated by a majority vote of the electors represented by either of the contracting parties. Such a termination proposition shall be submitted to the electors by the governing body of a contracting party on a written petition of not less than five (5) per cent in number of the electors who voted for governor in the territory of the party at the last general election. The petition must be presented to the governing body not less than forty (40) days before the election. The proposition may be submitted at any election provided by law that is held in the territory of the party who is seeking to terminate the contract.

SECTION 8. NONRESIDENT USE OF THE LIBRARY.

The board may authorize the use of the library by nonresidents in any one or more of the following ways:

1. By lending books or other materials of the library to nonresidents on the same terms and conditions as to residents of the city, or upon payment of a special nonresident library fee.

2. By establishing depositories of library books or other materials to be loaned to nonresidents.

3. By establishing bookmobiles or a traveling library so that books or other library materials may be loaned to nonresidents.

4. By establishing branch libraries for lending books or other library materials to nonresidents.

SECTION 9. LIBRARY ACCOUNT.

All money appropriated by the council from the general fund for the operation and maintenance of the library shall be set aside in an account for the library. Expenditures shall be paid for only on orders of the board, signed by its president and secretary. The warrant writing officer is the (city clerk, city finance officer, board secretary, librarian).

SECTION 10. ANNUAL REPORT.

The board shall make a report to the city council immediately after the close of the municipal fiscal year. This report shall contain statements of the condition of the library, the number of books added thereto, the number circulated, the amount of fines collected, and the amount of money expended in the maintenance of the library during the year, together with such further information required by the council.

SECTION 11. REPEALER.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION 12. SEVERABILITY CLAUSE.

If any section, provision or part of this ordinance shall be adjudged invalid or unconstitutional, such adjudication shall not affect the validity of the ordinance as a whole or any section, provision or part not adjudged invalid or unconstitutional.

SECTION 13. WHEN EFFECTIVE.

This ordinance shall be in effect after its final passage, approval and publication as provided by law.

Passed by the Council on the _____ day of _____ 20 __ ,

and approved this _____ day of _____ , 20___

_____ Mayor

Attest:_____
 Clerk

Sample Bylaws

I. NAME AND PURPOSE

A. The Sunlight Public Library Board of Trustees, hereafter referred to as the Board.
B. The Board will comply with the *Iowa Code* in all questions of library law and governance and will further comply with the regulations set forth in the city's library ordinance. The Board's specific powers and duties are set forth in the library ordinance.

II. BOARD MEETINGS:

A. The Board shall meet on the last Wednesday of every month (excluding December) at 1:30 PM in the Sunlight Public Library's conference room.
B. A quorum shall consist of 4 members (from its total membership of 7 trustees)
C. The Board shall comply with Iowa's Open Meetings law by printing and publicly posting a copy of its agenda 24 hours prior to the meeting.
D. The Board shall record its proceedings as minutes and shall keep copies of the minutes available for public inspection.
E. The Director of the Sunlight Public Library shall be present and participating at each meeting of the Board.
F. The Board will conduct its meetings according to parliamentary procedure as detailed in the latest edition of Robert's Rules of Order.

III. OFFICERS AND COMMITTEES

A. Officers shall be the Board president, vice president, and secretary and shall be elected at the annual meeting in July.
B. The president shall preside at all meetings, appoint all committees, and generally perform all duties associated with the office. In the absence of the president, the vice president shall assume the president's duties. The secretary shall record all proceedings of the Board.
C. Committees shall consist of the following: Personnel Committee, Budget & Finance Committee, Public Relations Committee. The president as needed shall appoint ad hoc committees.
D. Each committee shall act in an advisory capacity and shall report its recommendations to the full Board.

IV. MAJOR FUNCTIONS

❑   Hire and evaluate the library director.
❑   Set salaries and benefits for the library's personnel.
❑   Participate in the budget process and secure adequate financial support for the library's operations and services.
❑   Set policies for the library's operations and services.
❑   Engage in planning for the library's future.
❑   Ensure library director and staff participation in training and continuing education.
❑   Participate in Board training and educational opportunities.
❑   Ensure the library's involvement in State Library and Library Service Area initiatives.

V. AMENDMENTS
These bylaws may be amended at any meeting of the Board with a quorum present, by a unanimous vote of the members present.

DATE REVISED_____

Sample Agenda

Anytown Public Library
Board Meeting
March 19, 2009, 5:00 p.m.
Library Meeting Room

(Please note - these are sample agenda items. <u>When preparing an actual agenda, provide enough detail under each item so that members of the public would clearly understand what the board was going to discuss.</u>)

Call to Order

Agenda Approval

Minutes Approval

Bill Approval

Public Comment

Correspondence

Reports: Board Committees / Staff / Others

Unfinished Business

New Business

Agenda Items for Next Meeting

Upcoming Meetings

Adjourn

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