UTAH STATE LIBRARY

UTAH PUBLIC LIBRARY TRUSTEE MANUAL

Utah State Library Division
Donna Jones Morris, Division Director/State Librarian
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UTAH DEPARTMENT OF COMMUNITY AND CULTURE

Utah Public Library Trustee Manual
Department of Community and Culture
Utah State Library Division
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Table of Contents

TABLE OF CONTENTS 3
WELCOME! 5
LIBRARIES: AN AMERICAN VALUE 6

SECTION I – GOVERNANCE 7

CHAPTER 1 – TRUSTEESHIP 7
CHAPTER 2 – LEGAL RESPONSIBILITIES 9
CHAPTER 3 – CODE OF ETHICS 13
CHAPTER 4 – ORGANIZATION AND MEETINGS 15
CHAPTER 5 – ROLE OF THE STATE LIBRARY 19
CHAPTER 6 – STATE CERTIFICATION AND GRANTS 21

SECTION II – PLANNING 23

CHAPTER 7 – STRATEGIC PLANNING 23
CHAPTER 8 – BUILDINGS & ADA 25

SECTION III – PERSONNEL 27

CHAPTER 9 – HIRING A DIRECTOR 27

SECTION IV – POLICY MAKING 29

CHAPTER 10 – POLICY MAKING 29
CHAPTER 11 – INTERNET SERVICES AND PRIVACY 31

SECTION V – FINANCES 33

CHAPTER 12 – BUDGETING AND FINANCE 33

SECTION VI – PUBLIC RELATIONS 35

CHAPTER 13 – ADVOCACY & PUBLIC RELATIONS 35
CHAPTER 14 – FRIENDS & FOUNDATIONS 37

SECTION VII – CONTINUING EDUCATION 39

CHAPTER 15 – ROLES AND GOLDEN RULES 39
CHAPTER 16 – CONTINUING EDUCATION 43

APPENDIX A – LIBRARY BOARD TERMS 45

APPENDIX B – COMMUNITY LIBRARY ENHANCEMENT FUND (CLEF) 47

APPENDIX C – SAMPLE BYLAWS 49

APPENDIX D – PUBLIC LIBRARY SERVICE RESPONSES 53

APPENDIX E – STATE PROFESSIONAL ORGANIZATION 55

APPENDIX F – NATIONAL PROFESSIONAL ORGANIZATION 57

APPENDIX G – LIBRARY BILL OF RIGHTS 59

APPENDIX H – LIBRARY DIRECTOR JOB DESCRIPTION 61

APPENDIX I – LIBRARY TRUSTEE SELF-EVALUATION 63

APPENDIX J – BOARD OF DIRECTORS SELF-EVALUATION 64

APPENDIX K – ROLES & RESPONSIBILITIES OF TRUSTEES AND DIRECTORS 65

APPENDIX L – TRUSTEE ORIENTATION & DEVELOPMENT PLAN 71

APPENDIX M – SELECTED RESOURCES 73

Welcome!

Dear Library Trustee:

On behalf of the Utah State Library, I want to take this opportunity to personally welcome you to the community of public libraries in Utah and congratulate you on your appointment to your public library's Board of Directors! You have been chosen for this important post because of your interest in providing excellent library service to your community and because you are a person with the intellect and commitment to help your library move forward in maintaining and improving that service.

The purpose of this manual is to serve as a guide to help make your experience as a member of the board a satisfying one, both for you and for your library constituents. It is important that you understand the strengths and the obligations of your board position. Your job is much more than meeting once a month and casting a vote every now and then. It means being an advocate for your library, participating actively in the planning process, and working cooperatively with your library administration and government officials in developing policies to serve your community. You will be supporting and encouraging your library director in his/her efforts to manage the daily operations of the library. Be prepared to attend board meetings and contribute positively to group deliberations. It is your responsibility, as a public library board member, to support library needs at the local, state and national levels.

Consultants at the Utah State Library are here to help you and your library administration. We invite you to attend training opportunities in all areas of library service, including training specifically developed for board members. Our consultants, our training, and this manual will help you become knowledgeable about funding opportunities, library "best practices", and how to be a better board member.

Thank you for joining us in our mission of providing the best possible library service to Utahns.

Best regards,

Donna Jones Morris
Division Director/State Librarian

Libraries: An American Value

Libraries in America are cornerstones of the communities they serve. Free access to the books, ideas, resources, and information in America's libraries is imperative for education, employment, enjoyment, and self-government.

Libraries are a legacy to each generation, offering the heritage of the past and the promise of the future. To ensure that libraries flourish and have the freedom to promote and protect the public good in the 21st century, we believe certain principles must be guaranteed.

To that end, we affirm this contract with the people we serve:

- We defend the constitutional rights of all individuals, including children and teenagers, to use the library's resources and services;
- We value our nation's diversity and strive to reflect that diversity by providing a full spectrum of resources and services to the communities we serve;
- We affirm the responsibility and the right of all parents and guardians to guide their own children's use of the library and its resources and services;
- We connect people and ideas by helping each person select from and effectively use the library's resources;
- We protect each individual's privacy and confidentiality in the use of library resources and services;
- We protect the rights of individuals to express their opinions about library resources and services;
- We celebrate and preserve our democratic society by making available the widest possible range of viewpoints, opinions and ideas, so that all individuals have the opportunity to become lifelong learners — informed, literate, educated, and culturally enriched.

Change is constant, but these principles transcend change and endure in a dynamic technological, social, and political environment.

By embracing these principles, libraries in the United States can contribute to a future that values and protects freedom of speech in a world that celebrates both our similarities and our differences, respects individuals and their beliefs, and holds all persons truly equal and free.

Adopted by the ALA Council, February 3, 1999.
Source: American Library Association.

SECTION I – GOVERNANCE

Chapter 1 – Trusteeship

Congratulations on your appointment to the board of trustees for your local public library. It will soon become apparent that your new position requires dedication, knowledge and accountability, just like any other job. Take time at the beginning of your appointment to become acquainted with the roles, responsibilities and special powers assigned to library trustees. You are in for a very rewarding experience.

> As trustees of libraries, we have been entrusted with the noblest task of all – to preserve, strengthen, and promote the growth and use of our community's libraries. We must maintain the heritage that libraries hold for the future good of our society. The library for which we work today will long outlive us and will provide inspiration and encouragement for generations to come. … As the Information Age progresses, libraries are more than ever important to the maintenance of civilization as we know it and as we wish it to be.
>
> (Jane Bellon, Illinois Trustee Facts File, 1997 edition, p.1)

Public Tradition and Public Trust

The library board is established by Utah law. Library trustees are public officials and the powers delegated to library boards are a public trust. Library trustees are the eyes and ears of the community. They bring the citizens' perspective to board business.

> Public Library trusteeship is a fundamental part of the American tradition which holds that in the long run the people control their public institutions. One of the most democratic of American political traditions is to give the legal authority for the operation of public agencies to boards made up of members of the general public... Thus, the public library board is not just another social organization. It is an example of a great democratic tradition. Being a library board member, then, is not just an honor. It is a responsibility.
>
> (The Idaho Library Trustee Manual. 1996 edition, p.1)

Trustee Responsibilities in Utah

Over 500 residents serve on Utah public library boards ensuring that quality library and information services are available to all people in the State. Utah trustees are responsible for establishing a long-range plan for their library, actively promoting the library, setting policies to serve community interests, and advocating for library issues. In addition, boards oversee public funds and work to retain a qualified director. Trustees support their library's efforts to meet State standards for certified library service.

> As a library trustee your primary role is that of a provider. You provide into the planning process to develop library service. You see that sufficient funds are provided to implement library services… You provide the policies necessary for the operation of your library facility. And you provide a qualified librarian to administer the day-to-day operations of your library.
>
> (*Trustee Facts File. 3rd edition*. Springfield, IL: Illinois Library Association and Illinois State Library, 2004)

Trustee or Board Member?

The correct designation for your appointment may be either "library board director", "trustee" or "board member", and you are member of a legally appointed board. The Utah Code refers to the library board entity as the "library board of directors". Trustee and board member have the same meaning and are used interchangeably, to avoid confusion with the library employee hired as Library Director.

> Fundamentally, library boards are involved with the process of decision making. They make decisions for their fellow citizens about their public library, and these decisions determine whether the library will grow and flourish or wither and mold. It is the quality of these decisions which validate the service of the board.
>
> (*Library trustee a practical guidebook*. Chicago: American Library Association, 1995, p.3)

Chapter 2 – Legal Responsibilities

Statutory Powers

County and city library boards have similar roles, but there are subtle differences in their legal standing. Following is a comparison of the roles of the two groups as outlined in the Utah Code. For information on managing library board appointments and terms of service, see Appendix A Library Board Terms in this manual.

City Library Board Duties (UCA 9-7-401 – 410)	County Library Board Duties (UCA 9–7–501 – 511)
With the approval of city government, • the Board may control the expenditure of the library fund, of construction, lease, or sale of library buildings and land, and oversee the operation and care of the library. • the Board may purchase, lease, or sell land, and purchase, lease, build, or sell buildings for the benefit of the library.	With the approval of the county executive and in accordance with county ordinances, policies, and procedures, • the Board will be responsible for expenditure of the library fund, • the construction, lease, or sale of library buildings and land, and • the operation and care of the library. • The Board will purchase, lease, or sell land, and purchase, lease, construct, or sell buildings, for the benefit of the library.
The Board will maintain and care for the library and establish policies for its operation.	The Board has the powers and duties given to it by county ordinance, including the establishment of policies for collections and information resources.
The Board will make, amend, and revoke rules for the governing of the library.	The Board will make rules, "consistent with county ordinances, policies, and procedures for the governing of the library".
The Board will make an annual report to the city government on the condition and operation of the library.	The Board will make an annual report to the county executive and the county legislative body on the condition and operation of the library, including a financial statement.
The Board will appoint a library director who will be "executive officer" for the Board. The Board will appoint other personnel upon the recommendation of the library director.	The Board will recommend to the county executive a person to serve as library director, who will be "executive officer" for the Board. The Library Director will hire library personnel in accordance with County merit system.
The Board will control donations to the library and act as the trustees of the donation if in the form of property.	Donations are made to the county government, "designated for the benefit and purposes of the library".

Specifically for City Library Board Members

As a city library board member, you have been chosen by your city governing body. Your board will have between 5 and 9 members who live in the city jurisdiction, are capable individuals, and are interested in good library service. Local laws may stipulate that the mayor and/or city council choose board members based upon formulas designed to ensure geographic, ethnic, or income diversity. There will likely be a member of the City Council on your Board. His / Her roles include bringing the city's political agenda to the table, ensuring that the Board is following local laws, and contributing effort and expertise to improve library service as a fellow board member.

You will not be paid for your service, except that expenses incurred doing board assignments may be reimbursed from library funds. You will be asked to serve for at least 3 years (1 term) and no more than 6 consecutive years. You and the other board members will select a chairman and any other offices you agree to every year. The mayor or city council can remove you if you are guilty of misconduct or if you neglect your Board assignment.

As a city library board member, you are part of a group that, within the constraints set by your city government, has the power to:

- Decide how to spend library dollars for library buildings, maintenance, land purchase, and operation; your board is the caretaker of the library and its assets for the people of your city;
- Accept and control donations made for the benefit of the library;
- Establish policies for the library; you will decide the future direction of your library and how it serves its public, including the establishment of rules for patron behavior and access; and
- Appoint a Library Director* and decide what he / she will do and how much money he / she will be paid; the library director is the executive officer for your board and will manage the day-to-day operations of the library.

> * In the majority of towns and cities in Utah, hiring and salary administration is a function of the municipal personnel system. Usually, the library board *recommends* a candidate and local government "appoints" the employee.

Specifically for County Library Board Members

As a county library board member, you have been chosen by your county governing body. Your board will have between 5 and 9 members who live in the county and are interested in good library service. Local laws may stipulate that the mayor or county council choose board members based upon formulas designed to ensure geographic, ethnic, or income diversity. There will be a member of the County Commission on your Board. His / Her roles include bringing the county's political agenda to the table, ensuring that the Board is following local laws, and contributing effort and expertise to improve library service as a fellow board member. You will not be paid for your service, except that expenses incurred doing board assignments may be reimbursed from library funds.

You will be asked to serve for at least 4 years (1 term) and no more than 8 consecutive years. You and the other board members will select a chairperson and any other offices you agree to every year. The County Executive can remove you if you are guilty of misconduct or if you neglect your Board assignment.

As a county library board member, you are part of a group that, within the constraints set by county laws, has the power to:

- Decide how to spend library dollars for library buildings, maintenance, land purchase, and operation; your board is the caretaker of the library and its assets for the people of your county;
- Establish policies for the library; you will decide the future direction of your library and how it serves its public, including the establishment of rules for patron behavior and access; and
- Recommend a Library Director to the County Executive; the library director is the executive officer for your board and will manage the day-to-day operations of the library.

Liability Protection

As a legally appointed public officer, you are protected from lawsuits against actions you take in performance of your official duties. Utah Code, Title 63G - Chapter 07 - Governmental Immunity Act of Utah, describes the conditions of immunity applicable to government officers and trustees.

Open Meetings

All meetings of a public body, such as a library board, must be advertised in public media/forum and open to the public. Utah Code, Title 52 – Chapter 4 - Open and Public Meetings Act, clearly states that meetings concerning the public's business must be conducted openly. Only under certain conditions, such as, discussion of personnel issues, sale of property, or legal actions, may board meetings be closed to the public (UCA 52-4-205). This Statute also imposes a class B misdemeanor penalty for "…a member of a public body who knowingly or intentionally violates or … abets … any of the closed meeting provisions of this chapter…" (UCA 52-4-305). We encourage you to review the **Open and Public Meetings Act** in the Utah Code, Title 52 – Chapter 4 http://www.le.utah.gov/UtahCode/section.jsp?code=52-4.

Visit the **Utah Public Meeting Notice** website at **http://pmn.utah.gov** to register, search, and post you library's meetings.

Library Laws of Utah

The State Library maintains an online quick reference guide to Library Laws and Legislation. It is always advisable for boards to obtain an opinion from their local attorney for correct understanding and interpretation of these laws when applied to a specific situation.

A trustee remembers that:

- the library Board acts only as a whole
- the library Board must authorize an individual to act on behalf of the library
- the Board does not run the day-to-day operations of the library

(Montana Public Library Trustee Handbook)

Chapter 3 – Code of Ethics

The public expects and laws require that your performance always be above question and for the public good. Boards should adopt a code of ethics to guide the conduct of its members and then review it whenever a new board member is appointed. A code of ethics reinforces a trustee's obligation to refrain from taking any official action that produces a substantial financial benefit to the trustee, the trustee's family, or an organization in which the trustee has a significant financial interest. Individual trustees may not negotiate or bid for or enter into a contract in which he/she has a direct or indirect financial interest.

Ethics for Utah Public Officers

Standards of conduct for officers and employees of the State of Utah and its political subdivisions in areas where there are actual or potential conflicts of interest between their public duties and their private interests are set forth in the Utah Code, Title 67 – Chapter 16 – **Utah Public Officers' and Employees' Ethics Act**. The Code further prohibits public officers from improperly disclosing or using private, controlled or protected information, accepting gifts, compensation or loans, or requiring payment in exchange for approvals.

Ethics Statement for Public Library Trustees

- Trustees must promote a high level of library service while observing ethical standards.
- 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 upon any trustee to disqualify him or her self immediately whenever the appearance of a conflict of interest exists.
- Trustees must distinguish clearly in their actions and statements between their personal philosophies 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 special interest groups or individuals.
- Trustees who accept appointment to a library board are expected to perform all the functions of library trustees.

Adopted by the American Library Trustee Association
and the Public Library Association.

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.

(American Library Association's Freedom to Read Statement)

Chapter 4 – Organization and Meetings

Building a strong library board does not happen by accident. It takes time, patience, good business practices, and team effort. Conducting board business means following your bylaws, supporting group decision making, and doing your part to make meetings effective and worthwhile.

Bylaw Basics

Well-crafted bylaws help provide for the smooth and effective functioning of a library board. The bylaws are a set of rules that define the operational procedures of the board. The bylaws of a public library board in Utah must not conflict with federal or state laws or local ordinances. Boards should review bylaws annually and amend them as necessary.

Sample Bylaws

- The name of the board
- The constituency served by the library and its board
- The composition of the board
- Procedure for election or appointment of board trustees
- Terms of board trustees
- Procedure for filling an unexpired trustee term
- The schedule (frequency) of board meetings
- Procedure for calling special meetings of the board
- Specification of a quorum
- (See Appendix C for another example of board bylaws.

Working as a Board

Full board authority: Board members do not have authority as individuals. A library board committee cannot act on behalf of the full board. Only actions approved by the full board have legal authority. Likewise, individual board members and board officers can perform official actions on behalf of the board only with specific authorization from the full board. Normally, a majority of the membership of a library board constitutes a quorum, but the library board may establish its own definition of a quorum (the minimum number of members that must be present to conduct business) in its bylaws.

Collective decision making: Legal responsibility for overall library operations rests in the library board, not individual trustees. Therefore, it is important for the board president to use leadership techniques that promote effective group decision making on the part of the entire library board, not decision making by a few board members, or the library director, or any other individual.

Voting rights: Only legally appointed library board members can vote on board matters. Some library boards may consider certain officials ex officio board members, such as the library director or city manager. However, no other government official or person who is not appointed to the board is legally authorized to vote on library board matters.

ꕥ Meaningful Meetings ꕥ

Preparing the Agenda

A well-run board meeting depends on a carefully planned agenda. The board chairperson and library director should work together in preparing materials to be sent out to board members at least one week before each meeting. Typically, the library director will contact the library board president to discuss planned agenda subjects, including any items required because of previous board action. The chairperson may add agenda items and board members wishing to have an item brought before the full group should contact their board chairperson. An annual library board calendar can help ensure that your board will meet important deadlines. Board members can contribute best if they have taken the time to adequately study the agenda and background materials *before* each meeting.

Sample Agenda

1. Call to order
2. Roll call and introductions
3. Approval of minutes of previous meeting
4. Reports: These will vary throughout the year. Reports may be distributed to members in advance to save time. Example of reports:
    - Library director's report
    - Financial report
    - Standing committees
    - Special committees
5. Unfinished business
6. Action Items
7. New business
8. Announcements
9. Adjournment

ꕥ Tips for Conducting Meetings ꕥ

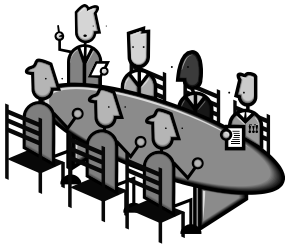
Before Meetings

- Be thoroughly familiar with UCA 52-4-101 through 305, regarding Utah's Open and Public Meetings Act.
- Plan meetings on a regular annual schedule as stated in your board's bylaws. Establish dates (or recurring days of the month), time, and place.
- Prepare the agenda in advance. The Library board chair and the library director should cooperatively plan the agenda.
- Publish and post notice of meetings in accordance with Utah Code requirements UCA 52-4-202.
- Distribute the agenda and written reports at least 7 days in advance of a meeting.

Beginning the Meeting

- The Board chair plans and presides over board meetings.
- Start on time with roll call of board members. A quorum is necessary to conduct board business.
- Introduce visitors and/or new board members.
- Ensure that a recorder is appointed to take minutes.
- Approve minutes of the previous meeting.
- Review, revise, and order agenda. Set time limits for each item.

Conducting the Meeting



- Follow the agenda and the established order of business.
- Lead actively. Keep discussions moving along and on-track.
- Solicit opinions from everyone on the board.

Ending the Meeting

- Review the meeting progress and any decisions made.
- Establish action items. Who will do what and when.
- Confirm the next meeting date, time and place.
- Officially adjourn the meeting, and end on time.

Taking Minutes

Minutes as a public record: In accordance with UCA 52-4-203 minutes of each board meeting constitute a public record subject to GRAMA regulations. Minutes must include:

- The date, time, and place of the meeting.
- The names of members present and absent.
- The substance of all matters proposed, discussed, or decided by the public body which may include a summary of comments made by members of the public body.
- A record, by individual member, of each vote taken by the public body.

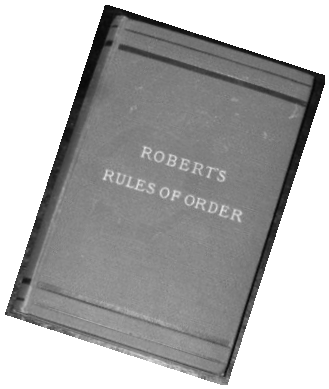
Written minutes shall be available to the public within a reasonable time after the end of the meeting. However, just taking minutes does not finalize the legal record. The written minutes become the official record of board proceedings after minutes have been ratified by the board. The board must have in effect a policy for ratifying board meeting minutes.

Recording minutes: In accordance with UCA 52-4-203 "written minutes and a recording shall be kept of all open meetings." A recording of an open meeting shall be a complete and unedited record of all open portions of the meeting from the commencement of the meeting through adjournment of the meeting; and be properly labeled or identified with the date, time, and place of the meeting. A recording of an open meeting shall be available to the public for listening within three business days after the end of the meeting.

Rules of Order: Also known as rules of procedure, are the rules of parliamentary procedure some library boards have adopted to guide the conduct at meetings and the processes used to make decisions. If your board chooses to use them, see www.robertsrules.org for a quick summary.

Example of Order of Business

1. Call to order
2. Roll call and introductions
3. Approval of minutes of previous meeting
4. Reports: These will vary throughout the year.
5. Unfinished business
6. Action Items
7. New business
8. Announcements
9. Adjournment



Moving Motions

1. Make a motion.
2. Second motion.
3. Debate motion.
4. Vote on motion.

Chapter 5 – Role of the State Library

Within the organizational structure of Utah State government, the State Library is a Division of the Department of Community and Culture. The Utah Code has designated the State Library Division as "the library authority for the state" and has given it the responsibility for "general library services" (UCA 9-7-201), and given it authority to "develop standards for public libraries" (UCA 9-7-205(1)(n)). The State Library works on behalf of libraries and librarians to enhance library service statewide. There are three major programs within the Division:

- Library Development
- Library Resources
- The Library for the Blind and Disabled.

UTAH STATE LIBRARY

Develop, Advance, and Promote Library Services and Access to Information

Mission of the Utah State Library

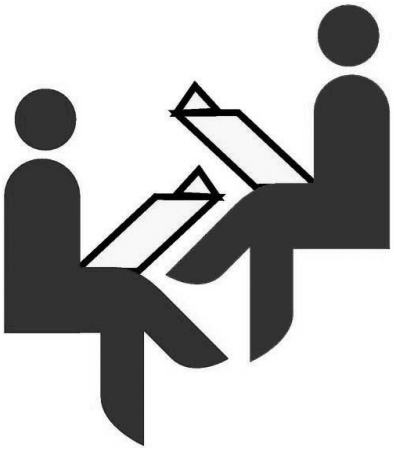
Responsibilities of the Utah State Library Division

The State Library plays a key role in facilitating discussions on statewide issues, initiating regional planning, coordinating resource sharing, and educating library directors, trustees and local elected leaders. Some of the specific programs administered by the State Library include:

- Preserving and disseminating state government information;
- Administering federal and state grants;
- Compiling statistics on public library service;
- Developing standards for library certification;
- Providing consulting and training services for librarians and trustees;
- Coordinating Public Pioneer: Utah's Online Library;
- Distributing summer reading program materials;
- Supervising bookmobile service; and
- Providing state and regional library services for the blind and disabled.

Responsibilities of Local Libraries

The State Library has a primary charge to document the progress of library service statewide. In order to meet this task, the State Library is authorized to conduct surveys, collect statistics and planning documents, administer grant programs, and enforce applicable library laws within its jurisdiction. The local library jurisdiction is expected to comply with State Library requests for information and to submit required reports and documents in a timely manner. Some of the regularly scheduled reports that need to be sent to the State Library include: the annual statistical report; grant expenditure reports and evaluations; long-range plans and technology plans; Internet policy updates; orders for summer reading materials; and changes in library hours, directorship and board appointments. The State Library could not fulfill its mission without the cooperation of each and every local library.



Chapter 6 – State Certification and Grants

In Utah, all public libraries are evaluated according to a set of legal requirements and professional practices known as Public Library Certification Standards. The standards are developed by the State Library and approved by the State Library Board to provide uniformity in assessing the quality of service provided by libraries in different communities, and to help local libraries measure their own performance. Library boards should understand the purpose and benefits of the standards and know that many grant opportunities are tied to certification status.

What are Certification Standards?

Once a library is established by either a city or county jurisdiction, it is expected to meet a set of guidelines, called certification standards, established by the Utah State Library Board as empowered by UCA 9-7-205(1)(n). Standards describe the minimally acceptable levels of performance in crucial areas of library operations including; governance, funding, personnel, collections, public access, technology, and more. Standards help ensure conformance to professionally accepted practices and establish benchmarks for libraries to work toward to improve service over time.

Certification Benefits

Only certified public libraries are eligible for the Community Library Enhancement Fund (CLEF) grant, which is a grant to local libraries from the Utah State Library to "enhance" their community library services. Only certified public libraries may apply for federal grants, such as LSTA and E-Rate discounts. Certified public libraries receive the full range of support services from the State Library and personnel from certified libraries are given preference in training and continuing education programs. If a community reading room or volunteer library wishes to become certified, the library must first meet all the standards required for legal governance and public funding. The State Library will provide a consultant to work with non-certified public libraries seeking certification.

Community Library Enhancement Fund (CLEF) Grants

Only certified public libraries are eligible for this grant from Utah State Library funds (see Appendix B). These direct grants are designed to motivate public libraries to meet or exceed library standards. They are also intended to help augment the limitations of local funding. Local governments, however, may not reduce library budgets because of the CLEF Grant money. Libraries are required to submit an annual expenditure report to the State Library explaining how the State funding has made a positive difference in library service to the local community.

Library Excellence

Utah libraries striving for excellence should pay attention to the professional publication *Library Journal* which publishes an "Index of Public Library Service" that identifies "star" libraries out of thousands of public libraries it rates. The top libraries in each population group get five, four, or three stars. Ratings are based on four per-capita service indicators: library visits, circulation, program attendance, and public Internet computer use.

SECTION II – PLANNING

Chapter 7 – Strategic Planning

The State Library requires all certified public libraries to submit a comprehensive long-range plan, approved by the board, which addresses all aspects of library operations including:

- Staffing
- Collections
- Facilities
- Technology
- Public Relations

Planning for the library's future is a basic duty of the board. To obtain a broad vision of community needs and potential roles for the library, the board and the library director should work closely with stakeholders in the community through the strategic planning process. There are many committed individuals in any community willing to share their experience and expertise with the library board and they should be recruited to provide valuable input. In addition, statistical data of public library services is collected annually by the State Library and should be used as another tool to evaluate the library's performance in a number of service categories.

The Purpose of Planning

Planning focuses attention on specific community needs the library can address. A good long-range plan is visionary, but it is also based on real community analysis. The Public Library Association, a division of the American Library Association, has proposed a long-range planning model called "Strategic Planning for Results." This model suggests that in order to reach excellence and provide effective, meaningful service to the public, the library must prioritize the expressed community needs and design services in direct response to those needs. A useful tool for library trustees and library directors is the list of Service Responses (See Appendix D) researched by the Public Library Association; these service responses offer many ideas for things the library can do to reach certain goals and various ways of measuring and demonstrating progress. In the end, the strategic plan establishes action items, timelines, reallocation of limited library resources, and a record for accountability.

Planning involves answering basic questions, including:

- What does our community look like now?
- What do we want our community to be in the future?
- What is the role of the public library in the community?
- What is our purpose?
- Who do we serve and what do our customers want from us?
- What does success look like for us?

- How will we get there and what is our timetable?
- What staff, collections, facilities, technology and other resources will we need to achieve our planned goals and objectives?

Measuring Progress & Evaluation

For maximum effectiveness, the implementation of the strategic plan should be monitored and evaluated periodically by the library director and at least annually by the library board. Evaluation is the process of determining the quality of something based on criteria such as effectiveness, efficiency or performance. Regardless of how evaluation is done, it requires the assignment of a value to an activity or program and attempts to determine the following:

- Did this activity accomplish its objective?
- How well is the program being implemented?
- How can the activity be improved?
- Should the activity continue or are there better ways to accomplish the objective?

Earlier planning steps will have prepared the library to undertake the evaluation process. Specific programs will have been selected for their potential effectiveness in achieving specific, measurable outcomes. The evaluation process provides important information to help the library board identify activities that are operating well and those that are in need of improvement. Much of this information will emerge as programs and activities are being implemented but some information can only be obtained at the conclusion of the activity.

Reporting on Your Plan

Reporting is especially important because it publicizes what the library is doing, how well its activities are being done, and what improvements can be made. Reporting is an excellent means of increasing community awareness of the library and its services, marketing specific library activities, services to target audiences, and generally promoting the importance of the library.

A Planning Resource – The Statistical Annual Report

Every year, the State Library collects statistics from all the public libraries in Utah as set forth in UCA 9-7-406 and 9-7-506. The data is used to prepare a statewide report on Utah's public libraries and to contribute to the federal database maintained by the Institute of Museum and Library Services. Local libraries will find the annual report data useful for comparing their own library's performance with peer group libraries within Utah, as well as out-of-state. Local and national library statistics are available online. The library director should be familiar with these data sources, but assistance is available to anyone through the State Library staff.

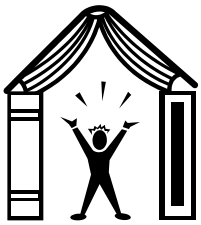
Chapter 8 – Buildings & ADA

Increasingly the stature of libraries will depend on their physical appearance and the public's perception of them as desirable public spaces. The appearance, functionality, safety and accessibility of the library building are the shared responsibility of the board and the library director. This responsibility involves monitoring existing facilities and, when necessary and appropriate, planning and budgeting for renovation or construction of facilities.

Facility Evaluations

Desirable public space encompasses these key elements:

- Ease of access – streets, walkways, and parking lots lead you here
- Comfort and Image – users are drawn here; they want to be here
- Uses and Activities – there are materials and programs that people want
- Sociability – the staff has the welcome mat out



One of the best ways to evaluate your library building and its usefulness is to conduct a periodic evaluation of library facilities, with the help of a professional library building consultant, or a qualified building engineer or librarians from other communities. On a more informal scale, the board and staff can take the pulse of their building by walking through the front door and imagining this is their first visit to the library. Some libraries use the services of "secret shoppers". The information gleaned from the building walk-around should be integrated into the library's long-range plan. Some questions to ask:

- What is your initial impression?
- How do your library facilities shape up?
- Are there obvious space needs?
- Could you add new services?
- What is the age and condition of the building's mechanical and electrical systems?
- Is this facility ready to serve 21st Century customers?

Funding a Building Program

Municipal and county government authorities may raise taxes for the construction of library facilities or issue bonds pending approval from voters. Many agencies plan for capital expenses by putting aside a reserve fund over a number of years. Most libraries, however, find it necessary to mount a fundraising campaign to fully fund construction and acquire new materials and furnishings. The board and director must coordinate the efforts of private fundraising groups, such as, Friends and foundations, to ensure a positive, unified campaign.

Currently, there are no federal or state funds earmarked for library construction. Many Utah communities have successfully applied for Community Development Block Grants (CDBG) through their county planning associations. For more information on CDBG, contact the State of Utah, Division of Housing and Community Development.

ADA and Building Compliance

The Americans with Disabilities Act (Public Law 101-336) is a federal law passed in 1990 that provides that all people, including those who have disabilities, have essentially the same rights of access to public buildings and services. Title I requires equal employment opportunities for individuals with disabilities. Title II prohibits discrimination on the basis of disability in state and local government buildings and services, including public library buildings and services.

- **Building Modifications**: The law requires "reasonable" modifications to buildings. The law permits buildings to remain unchanged if the modifications would be too costly, as long as the plan indicates that the problems are to be resolved if remodeling is undertaken or a new building is built.
- **Inside the Library**: Federal specifications indicate that all public areas of the building should be accessible to someone who uses a wheelchair. However, if a staff person should become disabled or a person with a disability is hired, all staff areas would have to be modified to make them accessible as well. The federal law indicates that certain types of permanent directional signs must be in Braille.
- **State of Utah Requirements**: See UCA Title 26 – Chapter 29 – Section 1

Library Services

- **Reading and Study Areas**: A certain percentage of the seating area must be accessible to people using wheelchairs so that they can sit at a table. Specific clearances must be allowed between pieces of furniture so people who use wheelchairs can move between them.
- **Checkout Areas**: At least one part of the checkout desk has to be a specific height for people who use wheelchairs. Security gates must accommodate wheelchairs.
- **Library Catalogs**: There is a maximum height for card catalogs. There must be accessible workstations for use of an online catalog. Although not addressed in the 1990 technical guidelines, this point falls under the need to make services accessible.
- **Magazine and Reference Areas**: There must be access to these areas for people who use wheelchairs, and there is a maximum height for shelving in these areas.
- **Book Stacks**: There is not a maximum height for the general book stacks, but the library staff must accommodate people by helping them get the materials they need. There are width specifications between the book stacks, and there must be a turn radius at the end of each one.

SECTION III – PERSONNEL

Chapter 9 – Hiring a Director

Hiring a library director is one of the most challenging and rewarding jobs that a library board can undertake. In the process of hiring a new director, boards should do their homework and learn about the preferred skills and qualifications for library directors and be conversant with market salaries and benefits. Each board will seek a director with qualities, strengths, and professional background that meets their own library's particular circumstances. In all phases of the recruitment and selection process, boards must adhere to legal hiring practices. For a sample job description see Appendix H

Qualifications

The Utah Code does not require licensing for a library director. The Code stipulates that city and county library boards "must appoint a competent person as librarian … with compensation for services". County governments clearly have the hiring authority to appoint a candidate recommended by the county library board (UCA 9-7-507). On the other hand, the Utah Code reads that city library boards appoint the library director (UCA 9-7-407). In view of the way municipal government operates today, it is most likely that the funding authority does the actual hiring and compensating, unless the municipal library has been given specific powers for library personnel services. City officials will rely on the city library board to recommend a qualified and competent candidate to become library director.

To determine the desirable qualifications of a library director, each community needs to go the extra mile to determine its priorities and find the best person for their circumstances. The board can seek help from the local government human resources office or the attorney's office for up-to-date information on local hiring policies, salary and benefits. For additional advice on recruitment and selection of a director, contact the Utah State Library for professional literature and consulting service, or directly contact other Utah's library systems.

What to Look for in a New Director

When seeking a director, some boards place more emphasis on imagination and energy, others on administrative experience, still others on education. Local conditions, the library's size, staff, and resources, also affect selection. The director is responsible both for day-to-day management of the organization and for assisting the library board with "big picture" issues like planning and policy making. In developing the job description and assessing candidates, a board may consider the following:

- Experience working with library boards and governing bodies;
- Knowledge of budget preparation, policy development, administration, and employee supervision;
- Library experience in areas such as public service, technical services, public relations, and computer applications; and
- Demonstrated leadership ability and dependability.

Preparing to Hire the Director

The first step is to appoint an interim director who will have full authority while the search for a director is underway. The interim director should be paid at the director salary level.

The prospect of new library leadership offers the library board an opportunity to assess the library and its current needs. The board should review the library's long-range plan and be able to describe the library's future to prospective candidates. The board will want to appoint a subcommittee to conduct the director search and to screen and interview candidates. The committee will recommend final candidates to the full board.

Hiring the Library Director

Once the selection of a new director has been made, the director will be subject to the personnel regulations and benefits administered by the local government. The board may want to develop a written agreement that spells out the expectations of the board for the director's performance. An annual work plan for the director is an essential document that carefully establishes measurable expectations that form the basis for evaluations. To ensure a smooth transition and ensure goals are on track, the board should evaluate a new director within the first six months of employment, and annually thereafter.

SECTION IV – POLICY MAKING

Chapter 10 – Policy Making

Library policies are important tools used by library trustees and staff to provide effective service to the community. Policies reflect the library's philosophy of service and explain the reasons for setting rules and limitations. To be effective and justifiable, policies must be well-designed, well-written, and capable of being applied consistently and fairly.

What are Policies?

Policies are broadly stated, written guidelines for decision making that are formally adopted by the board. The library board must approve all policies in properly advertised public meetings. Library policies should promote the best interests of the community and be consistent with the library's mission and long-range plan.

It is important for policies to be legal, clear, and reasonable. All ramifications must be understood, including the effects on the public image of the library. Policy language and intent can affect enforceability. Prior to adoption of a new policy or when amendments are proposed, boards should submit the policy drafts to their local government attorney for review.

Why are Policies Needed?

Policies guide the daily operations of the library and provide the framework for decision making by the library director and staff. Like other public institutions, a library must endeavor to meet public expectations in a consistent, fair and efficient way. A comprehensive set of well-defined, well-written policies is important to a public library because policies guide trustees and library staff in carrying out their duties; help ensure high-quality service to meet community needs; communicate privileges and duties regarding library use to the public; help ensure fair treatment of all patrons and staff; and help ensure conformity to local, state, and federal laws.

Who Makes Policy?

The crafting of a specific policy is usually prompted by a particular problem or need brought to the attention of the board by the library director or member of the public. The library director, with staff input, researches and drafts recommended policies. The board discusses, revises if necessary, and approves policies. The director makes sure staff and public are aware of policies. The board should review policies on a regular cycle so all policies are reviewed at least every three years. For example, one or two policies could be studied per meeting until all of the policies have been reviewed and updated if necessary.

Policies and Public Access

By law, library policies must be accessible to the public. Most libraries collect their policies in an easy-to-update ring binder or maintain their policies on the library web site. Each policy should have a reference to the date of board adoption or revision. Board members may wish to have their own copies of the policy manual or at least know where to find the policies.

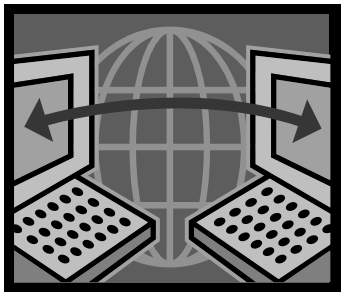
Examples of "Good" and "Bad" Library Policies

Subject of Policy	"Bad" Example	What is wrong?	"Good" Example
Loan period for books and compact discs	Patrons may borrow books and compact discs for a period of three weeks or two weeks.	Stated ambiguously.	Patrons may borrow books for three weeks. Patrons may borrow compact discs for two weeks.
Library materials lost by patrons	Patrons who lose library materials may be asked to pay for them.	Leaves room for inconsistent application and unequal treatment.	Patrons who lose library materials will be charged the cost of the materials.
Posting notices on a public bulletin board	The board of trustees will give or deny permission for all postings on the public bulletin board.	Implementation of the policy is too specific for the board's involvement. The board properly establishes the bulletin-board policy but does not implement it.	The library will provide a self-posting public bulletin board; library staff will regularly review postings to remove obsolete items or items that do not conform to board policies.
Responding to patron challenges to particular materials	Someone from the library should respond promptly to a patron challenge to particular materials.	Not specific enough.	In the case of a patron challenge to particular materials, the board will designate a staff member to contact the patron within 24 hours to explain the library's policy and procedures regarding challenged materials.
Overdue fines	The overdue fine for a book is 20¢ per day; the daily fine doubles every seven days and continues accruing.	Open to various interpretations; no fine maximum specified; policy may be unfair and counterproductive to the return of materials.	The overdue fine for a book is 20¢ per day; the fine continues accruing up to $6. After the item is 30 days past due, the patron will be charged the replacement cost.

Source: Trustee Facts File, Third Edition.

Chapter 11 – Internet Services and Privacy

Internet in the Library



Public library access to the Internet has presented new challenges for library directors and boards. Providing public access to the Internet has helped libraries draw a new influx of customers, improve access to materials previously only found in larger libraries, and helped make access to technology more equitable. The public expects to find online resources fully integrated with traditional library services. On the other hand, when the Internet is used in a public space funded by public tax dollars, libraries are compelled to adopt policies specific to Internet use that meet several legal tests.

Library Policies and Legal Issues

Access to the Internet in the public library has brought with it greater state and federal involvement in the implementation of policies designed to block access to visual materials that are obscene, harmful to minors, or child pornography. The Federal Children's Internet Protection Act (CIPA) mandates Internet filters on library computers used by minors in order for a library to receive LSTA or E-Rate funds. The State of Utah Children's Internet Protection Act issues a similar mandate to libraries in order to receive Community Library Enhancement Fund (CLEF) grants. Utah libraries are required to have a current Internet and Online Access Policy on file with the State Library (UCA 9-7-215). The library's Internet policy must be reviewed and re-adopted by the board every three years, beginning July 1, 2001. A lot hinges on this policy: 1) your library's eligible for Federal or State funds, 2) the library director's and staff's ability to deal effectively with patron Internet usage, 3) the library's ability to respond to challenges to the policy and possible legal actions, and 4) the library's continued recertification, with associated entitlements.

Intellectual Freedom

Public libraries are institutions dedicated to the ideal of freedom of expression and inquiry with access for all citizens to a full range of ideas, including controversial or unpopular ideas (see Appendix G). As a library trustee, your commitment to freedom of information will be frequently challenged. You may be asked to tolerate ideas that offend your sensibilities or cause conflict with your personal beliefs. But, as a library trustee, you are expected to defend public access to such information. Federal and state courts have invoked the First Amendment countless times in support of the principle of freedom of information. This basic right of every citizen to have unrestrained access to all kinds of information is also known as Intellectual Freedom. Library boards should also know the legal limitations of this Constitutional freedom.

Patrons' Right to Privacy

Another cherished library tradition is unwavering support for library patrons' right to privacy. Individuals who access information in public libraries expect their reading and information records to be kept private. Most circulation systems purge the patron's check out history when materials are returned leaving only the current usage record accessible. Patron registration records are classified as "private records" and protected from random, public disclosure by Utah's GRAMA law.

GRAMA and Records Sharing

The Government Records Access and Management Act (GRAMA) (UCA 63G – 2) protects the privacy rights of library patrons. The law restricts public access to "records of publicly funded libraries that when examined alone or with other records identify a patron" (UCA 63G-2-302-1c). GRAMA permits some sharing of private, controlled or protected records among government entities, but states very clearly that the records of publicly funded libraries "may not be shared under this section" (UCA 63G-2-206-8b). Libraries should require a court order or subpoena before disclosing any information about patron records and should immediately contact their local attorney for guidance. Boards should adopt a policy covering the procedures for handling requests for patron information and ensure that the director and staff are fully trained on how to respond to this issue.

Confidentiality of a minor's reading record is another issue that public libraries are greatly concerned about. Utah does not have a specific law in this regard, but boards should consider developing individual library policies detailing how they will handle requests for library information on minors' reading records.

Law Enforcement Requests

Law enforcement officials may legally gain access to library records in either of two ways: (1) by executing a court issued subpoena, or (2) by obtaining a search warrant from a judge. Ideally, the library administration (trustees and library director) will have developed a policy for responding to requests for information from law enforcement authorities before such time as a search warrant may be presented.

The Patriot Act and Library Records

With implementation of the USA PATRIOT ACT (PL 107-56), passed by Congress in the wake of the September 11, 2001, terrorist attacks on the United States, the possibility that library staff might be presented with a search warrant has increased. The U.S. Attorney General has issued revised guidelines expanding the FBI's investigative powers, which allow for very broad surveillance of library users and their activities. Since the anti-terrorism law requires the FBI to obtain a search warrant or court order before requesting records, there does not appear to be a conflict between the federal law and state confidentiality laws. More information about the Patriot Act and its possible ramifications for libraries can be found at the American Library Association web site.

SECTION V – FINANCES

Chapter 12 – Budgeting and Finance

A major board responsibility is to take the lead in efforts to secure adequate funding for the library. To be successful, board members must understand how funds are allocated to the library by their city or county government. From time to time, trustees will need to investigate additional sources of revenue in order to help fund special projects or build a capital reserve for long-range needs. The board may appoint a standing committee dedicated to finances and fundraising.

How are Libraries Funded?

It is the trustee's responsibility and duty to understand the details of their library's funding situation, the sources of their funds, and the county or municipal library budget process. Most public libraries are funded by public property taxes or other special taxes unique to a local jurisdiction. Often, it is necessary to supplement public funds with outside resources.

Tax Support: In Utah, local governments have two options for funding libraries through public monies. A dedicated library tax may be levied that is limited to .001 of the assessed valuation of taxable property within that jurisdiction. Or, in lieu of a dedicated library tax, the jurisdiction may fund library service from the local government general fund. This means that libraries reapply for their budget amounts each year, just as other departments dependent on the general fund. The standards for certified libraries require that the local government complies with maintenance of effort of funding support for the library. This means that the local government expends an amount not less than 90% of the amount actually expended on the library in the second preceding fiscal year, exclusive of capital outlay and one-time increases.

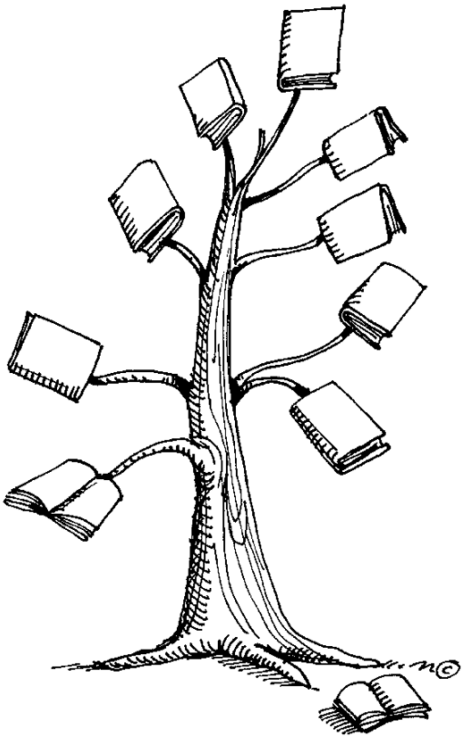
Supplemental Funds: Some of the resources that libraries have available to acquire supplemental funds include, Utah Community Library Enhancement Fund (CLEF) grants; Library Services and Technology Act (LSTA) grants, E-RATE and other federal grants; and contributions from library support groups or planned giving campaigns. City library boards have the authority to maintain custody of gifts, bequests, and endowment funds and to approve expenditures from those funds. Gifts and donations to a county library are made to the county, designated for the benefit and purposes of the library. Actual disbursements are generally made by the local government treasurer.

The Budget Development Process

Budgeting and planning are interwoven. The budget should be viewed as a planning tool, the map that the library follows during a fiscal period to attain its mission and planning goals. The first step in developing a library budget is to look at what the library hopes to accomplish in the coming year and the years ahead. The availability of a current long-range plan will make this step much easier because the plan should already document your community's library service needs and the library activities necessary to meet those needs.

The second step is to determine the total financial resources necessary for what the library wants to accomplish in the coming year. Often, increased funding is necessary because of increased costs, increased usage or new services that will be offered.

Advocating for the Budget



The library director and staff draft budget documents following the format required by the city or county. The library board or library board finance committee may have input into development of budget drafts. The board of trustees will then review the draft budget with the director, propose changes, and finally approve a finished budget.

After the written budget documents are approved by the board and submitted to the city or county, the final step in the budget process is securing the funding needed to carry out the planned service program. Trustees, as volunteer public representatives, are especially effective budget advocates. Trustees should be involved in presenting, explaining, and supporting the library budget that was approved by the library board.

When presenting the budget, tell your story and make your case. Don't just document the need for budget increases, but justify the base as well. Tell government officials, the media and the public who uses library services and what impact the library makes in their lives.

SECTION VI – PUBLIC RELATIONS

Chapter 13 – Advocacy & Public Relations

An important role for a member of a public library board is to support the institution through advocacy. A trustee is the library's best and most credible advocate for excellence in library service. Trustees are knowledgeable about library issues and, as citizens, reflect the needs and concerns of the community. As volunteers, trustees' words hold weight with community leaders and government officials.

Advocacy

At a time when costs and demands are rising and public agencies must compete for limited resources, it is crucial that the director, the staff, and trustees work together to foster a positive public image for the library. As a board member, you believe that your library is a vital part of the community so you can honestly champion adequate funding and recognition for the library. Some key ways to be an advocate include:

- Be well informed on local, state, and national issues and proposed legislation, initiatives or referenda that may affect libraries.
- Advocate, support, defend, and speak out about library issues at board meetings or hearings as well as with citizens, government leaders, and elected officials.
- Communicate to the community on a regular basis about the library's services and long-range plans.
- Assure that the library has an effective marketing and public relations program.

Governmental Level	Officials
Local	Mayor(s), city council members, township supervisors, county commissioners
State	Legislative representatives, including local members of the Illinois House and Senate; the governor; the secretary of state
Federal	U.S. representative of the congressional district in which the library resides and the state's two U.S. senators; the President

Government Relationships

A library board of trustees can make an important investment in the library's future by cultivating close, cordial working relationships with key government officials. Trustees should:

- Stay current; know who the key decision-makers and influential community leaders are and how to contact them.
- Identify officials' key staff members and cultivate relationships with them.
- Add officials to the library and Friends of the Library mailing lists.
- Make personal contacts with officials by phone, personal letter or e-mail.
- Invite officials to library functions, especially those that highlight or showcase programs and services.
- Thank local officials for their support!

How's Your Relationship with Local Officials?

Rate Yourself

1 • • • • 2 • • • • 3 • • • • 4 • • • • 5

None *Lots*

1 - I have no contact with them; I avoid them!

2 - I talk to them only when necessary
(for example: when we present the library's budget or ask for special help)

3 - I occasionally talk to them

4 - I regularly give them updates on library happenings

5 - Officials often attend library events and recognize me

Public Relations

Public relations include a planned program of communication between the library and the community it serves. The purpose of public relations is to raise awareness about the role of the library in people's lives. Effective PR means using a variety of media outlets and making public presentations. Many libraries lay out a year's worth of planned activities to keep their promotions on track. Even libraries with small budgets can find creative ways to publicize their accomplishments.

Chapter 14 – Friends & Foundations

Many individuals in a community want to support their local library above and beyond paying taxes. *Friends of the Library* and *Library Foundations* are two well-established avenues that donors can use to channel financial contributions to the library. Friends and Foundations are essential to sustaining long-term library development and their members can generate good will for the library through lobbying, advocacy and volunteerism.

Friends of the Library

Friends organizations are groups of citizens who join together to support, improve, and promote the library. Some are formally incorporated, not-for-profit bodies; some are informal groups of library supporters. Information about establishing a Friends organization and ideas for Friends activities and projects is available the Association of Library Trustees, Advocates, Friends and Foundations (ALTAFF) or the Utah State Library. A Friends of the Library group can sponsor projects important to the library. They can perform support work at the library. The Friends role will vary according to the needs of the library as determined by the board and director.

Friends are usually organized with one of the following activities in mind:

- Raise money for special projects and expansions not covered by the operating budget.
- Sponsor programs designed to contribute to the cultural life of the community.
- Volunteer work in the library on specific projects designated by and under the supervision of the director.
- Raise public awareness of library services and promote public relations.
- Organize politically for favorable library legislation and appropriations.

Trustees can encourage and lead Friends in a variety of ways. They can develop policies on Friends, become members and attend events sponsored by Friends, appoint a liaison to the Friends and ask for their input.

Library Foundations

The primary distinction between a Friends of the Library group and a Library Foundation is that a library foundation will typically have a single purpose: to raise private funds for the support of the library, often including support for library building projects. A foundation allows donors to treat their donations as tax deductible contributions. Foundations must be legally established. The paperwork to ensure compliance with IRS Code and State laws will require legal counsel. The responsibility for running a foundation is in the hands of a public board of directors.

SECTION VII – CONTINUING EDUCATION

Chapter 15 – Roles and Golden Rules

Often it seems difficult to separate and differentiate the duties and activities of the library director and the board. The bottom line is that the board and the director are partners working together to oversee the management of the library and ensure its success. Trustees are appointed to represent the public in the governing of the library and derive their authority from the Utah Code. The library director is hired to be the day-to-day manager of a public agency and acts as the executive officer for the library board (UCA 9-7-407 and 9-7-507). He/She supplies the expert knowledge needed to manage the organization in accordance with board guidance. For a comparison of the roles and responsibilities of trustees and library directors see Appendix K.

Roles for Library Boards

Governance: Know local and state laws affecting libraries and ensure that library services conform to all Utah statutes. Review Utah's Public Library Certification Standards and contact the State Library with questions.

Planning: Participate in developing an overall plan for library improvement, set short-term and long-range goals and objectives. Annually evaluate both plans and make revisions for the future, and know how to measure library success.

Personnel: Employ a qualified library director at a competitive salary. Support the librarian in efforts to meet State certification requirements. Be aware of local, State, and federal employment practice laws.

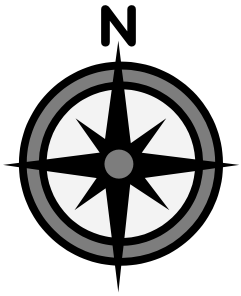
Policy Making: Participate actively in the policy making process to support the library's mission in the community. Adopt written policies to support the strategic plan of the library and guide daily operations.

Finances: Understand the categories and sources of tax revenues available for library needs. Be knowledgeable of benefits to the library from Community Library Enhancement Fund (CLEF) grants, LSTA grants and E-Rate. Ensure that the library annually complies with the "Maintenance of Effort" funding level.

Public Relations: Establish, promote, and participate in a planned program of public relations on behalf of the library. Maintain prominent and influential contacts in the community and keep them informed of the library's progress and critical needs.

Continuing Education: Provide an annual budget for library personnel and trustees to attend library workshops, conferences, and meetings. Attend UPLIFT-T training and library association sponsored meetings for public library trustees.

Orientation for Board Members



The board and library benefit when new trustees are well informed and can assume an active role early in their tenure. Orientation is key to making new board members feel comfortable and confident, and a continuous board development can re-energize those who have served a long time. When a new trustee is appointed, the board chairperson and library director should meet with the trustee as soon as possible to welcome him/her, provide essential information, and discuss any concerns the new member may have. A tour of the library is highly advantageous. Staff should be introduced, and library services and programs described. See a sample outline of a comprehensive trustee orientation and development plan in Appendix L.

Board Member Binder

The board chair should supply each new member with a 3-ring binder containing basic information about the library, board organization, and documents pertinent to board business. It should be each member's responsibility to keep the notebook updated and to return the notebook to the library at the end of his/her term. Sections within the binder may include:

- **Calendar** – Calendar of board meetings and key library activities
- **Contacts** – Contact information of all library trustees, library director, and local government officials
- **Bylaws** – Library Board of Directors bylaws
- **Minutes** – Agenda and Minutes from recent board meetings
- **Mission & Strategic Plan** –The library mission statement, long-range plan, and staff organization chart
- **Annual Report & Budget** – Library annual reports including financials
- **Certification** – Public Library Certification Standards
- **Library Laws** – Copies of selected library-related Utah statutes
- **Trustee Manual** – Utah Public Library Trustee Manual.
- **Professional Organizations** – Information about the Utah Library Association (ULA) and their Trustees Roundtable (see Appendix E), as well as the American Library Association (ALA) and their division for trustees (see Appendix F).

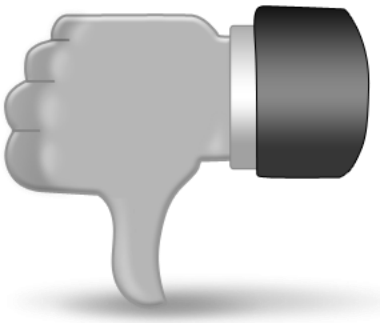
ꕥ Golden Rules for Library Board Members ꕥ

Now that I'm on the Board, What Should I Do?

- Use the Library. Visit the Library and attend its programs.
- Attend Board meetings and contribute to Board business.
- Be prepared for meetings by researching agenda topics in advance.
- Assist the Board to:
- Monitor and review policies and plans,
- Plan and evaluate Library goals and objectives annually, and
- Review budget and financial issues.
- Advocate and communicate the value of library service.
- Know your community so you can represent their wishes and needs.

Now that I'm on the Board, What Should I NOT Do?

- Don't talk too much, or listen too little.
- Don't publicly criticize a board decision you did not support.
- Don't criticize board decisions made before you came to the board.
- Don't leak information from a closed board session or speak for the board. The Board Chairperson is the only official Spokesperson of the Board.
- Don't ignore advice from fellow board members.
- Don't try to have all the answers for every question.
- Don't miss meetings.
- Don't fail to complete work assigned to you.



Trustee and Board Self-Evaluation

It is good practice to periodically take a critical look at your own performance as a library trustee to identify areas of strength or issues you can work on today. Similarly, the board should periodically analyze how effectively it functions as a unified policy-making body. The self-evaluation questions included in Appendix I and J may help you in this process

Chapter 16 – Continuing Education

Even the most knowledgeable and experienced library trustee needs to stay informed about new laws, new technologies, and new possibilities for library service. Library services and library policies must constantly evolve to keep pace with diverse community needs. Library leaders, including library trustees, who stay informed of these changes, will be better able to provide high-quality library service to their community.

Continuing Education at Board Meetings

Short continuing education sessions can be held during library board meetings. This is a way to reach every trustee on the board and also a way to involve the board in brainstorming or problem-solving discussions on issues that may be important to the library. Here are a few basic ideas for trustee continuing education:

- Use the chapters of this manual to conduct trustee education on a regular basis.
- Ask the library director to conduct seminars for trustees or contact the State Library for a speaker on topics such as Intellectual Freedom, Technology Planning, Collection Maintenance, Library Resources, or Internet Use Policy.
- Visit other libraries in the state and request meetings with the library director and trustees of those libraries; attend board meetings of other libraries.
- Ask an attorney to give a presentation on legal issues related to libraries and library trusteeship.
- Join the American Library Association (ALA) and the Utah Library Association (ULA). The costs for these memberships are appropriate to pay from the library's budget.
- Attend one or more library workshops or conferences annually. One of the most rewarding aspects of statewide workshops is the opportunity to share experiences and ideas with trustees from other libraries.
- State law requires your jurisdiction to conduct annual training on the Open Meetings Act (UCA 52-4-104).

UPLIFT-T

The Utah State Library Division sponsors UPLIFT–T, the Utah Public Library Institute for Training for Trustees. Annually, programs developed primarily for trustees on issues of vital interest to trustees are presented in conjunction with the annual Utah Library Association conference. State Library consultants can assist local libraries in planning and presenting trustee orientation programs.

Funding Continuing Education

When developing the annual budget, include funds for trustee memberships in associations, attendance at workshops and conferences, book purchases, and other relevant expenses. Develop guidelines for trustee and staff continuing education expenses so participants are clear about what expenses will be reimbursed and what documentation is required for accounting purposes.

APPENDIX A – LIBRARY BOARD TERMS

Following is a synopsis of the sections of the Utah Code that pertain to library boards, as understood by the State Library Division's interpretation thereof. In the following statements "governing entity" refers to the city council or mayor and to the county commission or council.

> This synopsis is not intended to replace the Utah Code, and questions that the Board may have concerning interpretation of the Code should be directed to its legal counsel.

- All changes to a library board, in members or chairperson, should be reported to the State Library Division through the library's assigned State Consultant as soon as possible after the change becomes effective. This enables the staff to keep a board listing current and ensure that board members receive the correct mailings.

- The establishment and continuance of both city and county library boards are based on the same guidelines and restrictions, except for the length of terms. City board members serve three-year terms; county board members serve four-year terms.

- Board members must be appointed by the governing entity from citizens of the governing jurisdiction. Library boards can recommend members to the governing entity, but cannot appoint their own members.

- Legally established boards must have from five to nine members. Only one member (or representative) of the governing entity may serve on the board at any one time. If the representative of the governing entity is deemed by the governing entity to be a non-voting liaison, that person should be reported to the State Library Division as a non-voting member, and will not be included in the five to nine number.

- When a board is established, the terms of the citizen members should be staggered by the governing entity so that as nearly as possible equal number of terms expire each year (i.e. 1/3rd or 1/4th).

- Each citizen member of the board is entitled to serve two full terms at the pleasure of the governing entity. When their first term is finished, they must be formally reappointed by the governing entity.

- When a board member resigns in mid-term, the governing entity may appoint a replacement to serve out the remainder of that term. As this is a partial term, that person will then be eligible for another two full terms, if reappointed by the governing entity.

- When a position becomes vacant because a term has expired, the person appointed to fill that position will be deemed to be serving a full term from the time of expiration, even if the position goes unfilled for a period of time.

- Any citizen member who has served two full terms must remain off the board for one full year before they may be reappointed.

- If it is decided to reduce the number of people on the board, the governing entity should officially make that declaration, and a letter should be sent to the State Library Division to that effect. Reduction of the board below five people constitutes a board that is not in compliance with the law. Conversely, a board with more than nine voting members is also not in compliance.

- If the number of members on a board is officially increased or reduced, the board should review the term expirations of its members and determine if the terms are still set up in a staggered fashion (approximately the same number of people go off the board each year). If not, they should propose a solution to the governing entity, which would rule on the proposal. Then a copy of the new terms should be sent to the State Library Division.

- Terms that may be shortened by realignment to meet the "staggered" provision of the law are deemed to be full terms.

- The statutes state that the appointment of new board members (or reappointment of board members whose first term has expired) by the governing entity should occur before July 1 of each year. The State Library Division interprets this to mean that terms should begin on July 1 and expire on June 30, corresponding to the State and city fiscal year.

APPENDIX B – COMMUNITY LIBRARY ENHANCEMENT FUND (CLEF)

Eligible Libraries: All Utah public libraries that fulfill the requirements for certification are eligible for an annual CLEF Grant. Library certification requires public libraries to meet service standards in the areas of governance, funding, housing and access, personnel, materials, services, reporting and evaluation.

Grants awards schedule: CLEF Grants are calculated for all qualified and certified public libraries following the State Legislature session and are awarded at the beginning of the next calendar year. Specific amounts are based on a formula applied to the number of libraries that achieved certification in the applicable year.

Background: The State Library awarded the first Public Library Development Grants in 1987. The direct grants were designed to motivate public libraries to meet the service standards required by the Upgrade Process. They also were intended to help augment the operational needs and limitations of local funding to public libraries. Over the years, the size of the grants grew significantly allowing public libraries to improve their services, resources, and programs, and the name was changed to Community Library Enhancement Fund.

Another important purpose of the CLEF grants was to encourage directors and trustees on behalf of their libraries to engage in more formal planning activities to prepare for future service needs. Libraries participate in surveying community needs on a regular basis, set goals to meet those needs, develop and implement plans to achieve those goals, and annually assess the success or failure of their plans. As a result of improved planning activities, public libraries now have formally written mission statements, collection development and Internet Access policies, prepare long-range plans and periodically evaluate them.

Allowed Uses: CLEF Grants may be used for any library purpose that improves library services to the community. The grants may not be used as match in other grant applications, and may not replace local funding. Funds must be expended by June 30th of the grant year.

Local Government Support (Maintenance of Effort): Local governments must provide funding for public libraries. To be eligible for the CLEF grants, local operational funding must not have decreased more than 10% over the course of the two preceding years.

Reporting: Recipients are required to provide a report of expenditures under this grant. This report should include details about how the funding has made a positive difference in library service to the local community. For more information contact: the State Library Grants Coordinator.

APPENDIX C – SAMPLE BYLAWS

Bylaws of the XYZ Public Library
These rules are supplementary to the provisions of the statutes of the State of _____ as they relate to the procedures of Boards of Library Trustees.

Regular Meetings
The regular meeting of the Board of Library Trustees of the XYZ Public Library shall be on the _____ (insert text such as first Monday) of each month. The meeting shall be at the library at _____ o'clock. The meetings shall be open to the public and noticed in advance. At the beginning of each fiscal year, the board shall, by ordinance, specify regular meeting dates and times. The secretary of the board shall then (1) provide for the local newspaper the schedule of regular meetings of the board for the ensuing fiscal year, and (2) post the schedule of meetings in the library. Both notices shall have the dates, times, and places of such meetings.

Special Meetings
Special meetings shall be held at any time when called by the president or secretary or by any three trustees of the board, provided that notice with the agenda of the special meeting is given at least 48 hours in advance, except in the case of a bona fide emergency, to board members and to any new medium which has filed an annual request for notice under the Open Meetings Act; no business except that stated in the notice and agenda shall be transacted. Notice and agenda shall be posted 48 hours in advance on the front door of the library except in the case of a bona fide emergency.

Annual Meeting
An annual meeting shall be held in _____ (insert month) for the purpose of hearing the annual reports of the librarian and committees. The report should include a summary of the year's work with detailed account of the receipts and expenditures, a budget for the following year, and other information according to statute. A copy of this report shall be forwarded to the Illinois State Library in accordance with the law. A copy should also be on file in the library.

Quorum
A quorum at any meeting shall consist of _____ (insert number) Board members.

Board of Library Trustees
The Board of Library Trustees of the XYZ Public Library is charged with the responsibility of the governance of the library. The Board will hire a skilled Library Director who will be responsible for the day-to-day operations of the library. The Board will meet at least once per month. These meetings will be open to the public, and noticed in advance.

The agenda and/or information packet for the meetings will be distributed to the Board by the Library Director one week prior to meetings. Any Board member wishing to have an item placed on the agenda will call the Library Director in sufficient time preceding the meeting to have the item placed. Any Board member who is unable to attend a meeting will call the library to indicate that he

or she will be absent. Due to the fact that a quorum is required for each meeting, this phone call should be placed as far in advance as possible.

Board members are not to be compensated pursuant to statute, but will be reimbursed for necessary and related expenses as trustees. To be effective, Board members must attend most meetings, read materials presented for review, and attend an occasional Library System (or other library related) workshop, seminar, or meeting. The Library Director will make the dates of these workshops known to the Board in a timely manner.

It is the goal of the Board of Library Trustees to have each member attend a minimum of one Library System (or other library related) workshop, seminar, or meeting during each calendar year. Board members using their own vehicle will be reimbursed at the rate allowed by the IRS for travel to and from any Library System (or other library related) workshop, seminar, or meeting. Board members are not exempt from late fees, fines, or other user fees.

Officers and Elections
The officers of the Board shall be a president, a vice-president, a secretary, and a treasurer. Those officers shall be elected by a ballot vote for _____ (insert number) year terms at the regular meeting in the month of _____. The president shall not serve more than two consecutive terms unless by unanimous board consent. In the event of a resignation from an office, an election to fill the unexpired term of that office will be conducted by a ballot vote at the next regular meeting.

President
The president shall preside at all board meetings, appoint all standing and special committees, serve as ex-officio member of all committees, and perform all other such duties as may be assigned by the board. The president shall be the only spokesperson for the Board of Library Trustees in all advisory or disciplinary action directed to the staff.

Vice President.
The vice-president, in the absence of the president, shall assume all duties of the president.

Secretary
The secretary shall keep minutes of all board meetings, record attendance, record a roll call on all votes (except when a ballot vote is taken). The secretary shall perform all other such clerical duties as may be assigned by the board.

Treasurer
The treasurer is authorized by the Board to sign checks, shall serve on the finance committee, and shall draw up checks. The treasurer shall keep all financial records of the Board. The normal depository of all financial records shall be the library. The treasurer shall have charge of the library funds and income, sign all the checks on the authorization of the board, and report at each meeting the state of the funds. In the absence of the treasurer or when he or she is unable to serve, the president or vice-president may perform the duties of the treasurer. The treasurer shall be bonded in

the amount to be approved by the board and according to statute requirement. The treasurer is authorized to pay salaries and insurance bills as they come due.

Standing and Special Committees
The standing committees shall be appointed annually in the month of _____ and shall consist of three members including the Library Director. The standing committees at their first meeting shall elect a chairperson. Special committees may be appointed by the president to present reports or recommendations to the Board and shall serve until the completion of the work for which they were appointed. The standing committees shall be the finance committee, the personnel committee, the policy committee, and the building and grounds committee. The library shall be the depository of all committee reports.

Finance Committee
The Finance Committee shall be comprised of two members of the Library Board of Library Trustees including the Treasurer and the Library Director. The Finance Committee's responsibilities include, but are not limited to, drafting a preliminary Budget or Budget and Appropriations Ordinance for full board approval, drafting a Levy for full board approval, drafting a working budget for full board approval, monitoring library investments, and implementing the library's investment policy.

Personnel Committee
The Personnel Committee shall be comprised of two members of the Library Board of Library Trustees including the President and the Library Director. The Personnel Committee's responsibilities include, but are not limited to, preparation of the annual review of the Library Director for discussion among the full board prior to the formal review, assisting the Library Director in the preparation of his or her annual statement of goals and objectives for the coming year, and assuming a leadership role in the resolution of any personnel conflict which cannot be resolved by the Library Director. The Library Director is responsible for the annual review of all other library employees.

Policy Committee
The Policy Committee shall be comprised of two members of the Library Board of Library Trustees and the Library Director. The primary responsibility of the Policy Committee is to develop the Library Policy.

The committee shall determine the library regulations governing the use of the Library and review sections of existing policy in a systematic fashion to insure that all policy is reviewed at an interval not to exceed three years. As a result of such policy reviews, the Policy Committee will make recommendations regarding additions or changes to existing policy as well as deleting policies which are no longer appropriate or of value. The entire library Policy must be approved by Board vote and made readily available to the public.

Building and Grounds Committee
The Building and Grounds Committee shall be comprised of two members of the Library Board of Library Trustees and the Library Director. The Building and Grounds Committee's responsibilities include, but are not limited to, conducting an annual inspection of the library's physical facility to identify areas which are in need of repair, and making recommendations to the full board regarding any and all repairs which are deemed necessary either as a result of the annual inspection or throughout the year as the need arises.

Librarian Search Committee
When the position of librarian falls vacant, the Board shall immediately select an acting librarian for the interim and establish a Librarian Search Committee, which shall consist of the President and two members elected from the Board. Applications for the position of librarian shall be filed at the library and available to all Board members. The Search Committee shall report the results of applications and interviews to the Board. Five votes shall be required for the Board to hire a Librarian, after which the Search Committee is dissolved.

Order of Business
The following Order of Business shall be followed at regular meetings:

- Call to order
- Roll call and introductions
- Approval of minutes of previous meeting
- Reports: These will vary throughout the year.
- Unfinished business
- Action Items
- New business
- Announcements
- Adjournment

Parliamentary Procedure
Robert's Rules of Order, Revised shall govern the parliamentary procedure of the Board, unless otherwise specified in the Bylaws.

Amendments
Amendments to these Bylaws, the Library Policy, or any other policy or procedural document may be proposed at any regular meeting of the Board and will become effective if and as adopted by a majority of those members present providing they represent a quorum.

APPENDIX D – PUBLIC 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 understanding 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 ever-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 teens 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 decisions 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 Fluency 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: Public and Virtual Spaces Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read 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.

Source: Nelson, Sandra S. *Strategic Planning for Results*. American Library Association, 2008.

APPENDIX E – STATE PROFESSIONAL ORGANIZATION

UTAH LIBRARY ASSOCIATION

www.ula.org

Welcome to the Utah Library Association Home Page. The purpose of this page is to provide Utah librarians and others interested in Utah libraries and librarians with information about the activities of the Association. One of the great advantages of membership in a professional association is the opportunity to network. Electronic communications enhance and enlarge that opportunity. We hope that these pages will provide you with the information that you need. When you find something you want to do, volunteer! ULA invites anyone interested in libraries in Utah to join ULA and to enjoy the benefits of membership as we work toward our common goals. This site will continue to grow and change.

The mission of the Utah Library Association is to serve the professional development and educational needs of its members and to provide leadership and direction in developing and improving library and information services in the state. In order to accomplish these goals, ULA supports and provides continuing education programs for Utah librarians and library employees, especially at its annual spring conference. The Association also initiates and supports legislation promoting library development and monitors legislation that might threaten Utah libraries and librarians. ULA also offers members a number of opportunities for library leadership, professional growth, networking, and community service. We hope that you will find the Utah Library Association to be an organization that makes a difference for you, for Utah librarians, for Utah Libraries, and for the citizens of Utah.

The Bylaws and Manual of Procedures provides detailed information on every aspect of the Association and should answer nearly any question that you might have about ULA policies and procedures. A brief history of ULA is found on this site. Find out more about ULA benefits on the Member Services page!

The purpose of these pages is to make it easier and more enjoyable for ULA members and friends to improve the quality of library service in Utah. Suggestions for improvement are actively solicited. Please contact the webmasters of the ULA Homepage with you suggestions.

We appreciate the cooperation and assistance from the Eccles Health Science Library for providing web space to host this site.

APPENDIX F – NATIONAL PROFESSIONAL ORGANIZATION

ASSOCIATION OF LIBRARY TRUSTEES, ADVOCATES, FRIENDS AND FOUNDATIONS

www.ala.org/ala/mgrps/divs/altaff/index.cfm

New ALA Division Unites Voices for America's Libraries

Citizen support for libraries received a big boost on February 1, 2009. This marks the date when Friends of Libraries U.S.A. (FOLUSA) and the Association for Library Trustees and Advocates (ALTA) joined forces to become an expanded division of ALA. The new organization is called the Association of Library Trustees, Advocates, Friends and Foundations, or ALTAFF for short.

The boards of both FOLUSA and ALTA believe that a strong division that reaches as many formalized lay support and governing groups of libraries as possible will be extremely important for America's libraries. "No one has a stronger voice for libraries in the community and on campus than those who use and love libraries. This is a wonderful opportunity to pull those voices together for advocacy," said FOLUSA board president, Peggy Barber.

This new division will help Trustees and Friends work together at the local, state, and national levels to effectively promote and advocate for libraries. Additionally both boards agree that libraries benefit when Trustees and Friends have strong working relationships at the local level and this will be modeled through ALTAFF. "While their roles are different, the fact that both groups are comprised of citizens who care about and support their libraries makes them natural allies," said ALTA president Peggy Danhof.

In an effort to bring in as many Trustees and Friends as possible, ALA has made special membership pricing available for individuals and associates. The ultimate goal will be to harness the power of hundreds of thousands of library advocates so that libraries will thrive even in times of economic distress. Meeting challenges and taking advantage of opportunities in the 21st century won't be possible for libraries that don't have powerful advocates in their communities - in other words, Trustees and Friends.

APPENDIX G – 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.

I. 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.

II. 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.

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

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

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

VI. 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, by the ALA Council; amended February 2, 1961; January 23, 1980; inclusion of "age" reaffirmed January 23, 1996.

APPENDIX H – LIBRARY DIRECTOR JOB DESCRIPTION

Job Responsibilities

- **Administrative role**: Hire and supervise library staff; implement policies as established by the board; receive and expend funds according to budget; oversee services.
- **General advisory role**: Advise the board on issues from policymaking to budget preparation; inform the board about developments in the library field.
- **Financial role**: Prepare draft budget for consideration by the board; participate in presentation of the annual budget to municipal officials; prepare grant applications.
- **Reportorial role**: Prepare periodic budget reports and reports on circulation statistics or other relevant data; prepare annual report for ultimate submission to state library.
- **Collection management role**: Oversee selection of all materials; catalogue and process materials according to accepted standards; weed materials in accordance with policies established by the library board; advise the board on collection development issues.
- **Facilities management role**: Oversee maintenance of grounds and buildings; oversee custodial staff; oversee safety programs and state and federal regulations.
- **Public relations role**: Interface with community members and groups to develop support for the library; prepare publicity plans and handle media relations.

Note: Depending on the size of the library, some of the duties may be delegated to the staff, but the responsibility for the successful completion of the work remains with the library director.

Qualities the Board is Seeking

- Excellent interpersonal skills, with the ability to facilitate discussion and build consensus.
- Excellent communications skills, including public speaking ability
- Administrative skill, especially the ability to supervise staff and delegate responsibility, fairly and in accordance with board policies and state and federal laws.
- Ability to work well within lines of authority and to accept decisions made by the board.
- Excellent analytical skills. Ability to work with and manipulate statistical data.
- Ability to work with electronic media, including computers and the Internet.
- Ability to handle complaints and controversy with objectivity.
- Ability to plan and handle multiple, competing priorities, and accommodate deadlines.

Education and Experience

- Bachelor's degree; Master of Library Science degree preferred.

Source: Trustee Facts File, Third Edition.

APPENDIX I – LIBRARY TRUSTEE SELF-EVALUATION

	Considerations (Standard)	How well did I do: 5 Very Good	4 Good	3 Avg	2 Fair	1 Poor
I – Governance						
1	I know when my library was established. (I-A)					
2	I know all other members of the Board. (I-B)					
3	I know the library laws as they apply to my library. (I-C)					
4	I am familiar with my library's current strategic plan. (I-D)					
5	I arrive on time to library board meetings.					
6	I give a reasonable amount of time and thought to my job as a trustee.					
7	I ask questions and offer constructive feedback during board meetings.					
8	I have studied and I use for reference the Utah Public Library Trustee Manual.					
9	I have read The Library Trustee: A Practical Guide by Virginia G. Young.					
10	I am thoroughly familiar with the policies adopted by my board and I study and review before voting at board meetings.					
II – Funding / Finances						
11	I am thoroughly familiar with the library's budget and the budget process. (II-A)					
12	I am thoroughly familiar with the sources of library funds. (II-B)					
13	I am thoroughly familiar with the Maintenance of Effort from the local government. (II-C)					
14	I know whether or not and in what manner my library can participate in the use of federal funds.					
III – Access & Services						
15	I am thoroughly familiar with the library website and I use it frequently. (III-E)					
16	I visit my library frequently enough to be thoroughly familiar with the collections, programs and services it offers.					
17	I use the library for my personal study and enjoyment, reading, listening, and viewing.					
18	I visit other libraries to inform myself of library practices.					
19	I support my library director in efforts to provide good library service.					
IV – Personnel						
20	I support my library director to pursue at least 20 hours of library-related training per year. (IV-D)					
21	I regularly read one library journal or magazine.					
22	I attended at least one library conference.					
23	I know what services and assistance are available from the State Library to library boards					
V – Materials & Resources						
24	I am thoroughly familiar with the collection development policy. (V-B)					
VI – Technology						
25	I am thoroughly familiar with the internet and online access policy. (VI-A)					
VII – Facilities						
26	I am thoroughly familiar with the library facilities and grounds.					
VIII – Marketing & Public Relations						
27	I use every opportunity to inform civic groups and public officials of the services and needs of my library. (VIII-A)					
IX – Administration						
28	I am thoroughly familiar with the Statistical Annual Report, the Community Library Enhance Fund report, and the Summer Reading Program Evaluation report. (IX-B)					
29	I attended the New Board Member orientation. (IX-C)					
30	I have read the books Strategic Planning for Results and Output Measures for Public Libraries: A Manual of Standardized Procedures.					
X – Advocacy						
31	I know how my library measures up to State and National standards and I use that to advocate for my library. (X-A)					
32	I belong to a State or National library organization. (X-C2)					
33	I have frequent contact with my Senator and Representative in the State Legislature concerning library legislation. (X-C3)					

APPENDIX J – BOARD OF DIRECTORS SELF-EVALUATION

	Considerations	How well did we do: 5 Very Good	4 Good	3 Avg	2 Fair	1 Poor
Board Procedures						
1	Our board meetings begin on time.					
2	Our board meetings end on time.					
3	Our trustees regularly attend meetings; there is rarely a problem with having a quorum.					
4	Our trustees come to the meetings prepared to discuss issues on the agenda.					
5	We follow our meeting agenda.					
6	We maintain a policy focus and do not get involved in the day-to-day operations and management of the library.					
7	We are always cordial to on another.					
8	We welcome dissenting opinions during discussion.					
9	We present a unified front once a vote has been taken.					
10	No individual or group dominates discussion at our meetings.					
11	Our president or chair person is organized, efficient and fair.					
12	Our library director is appropriately involved in our board meetings.					
13	We are comfortable with the relationship between our board and our library director.					
Board Role						
14	Board has full and common understanding of the roles and responsibilities of a library board.					
15	Board members understand the library's mission, its services, programs, and collections.					
16	The board's structure (composition of the board, chair, executive officer, committees) is clear.					
17	Board has clear goals and actions resulting from relevant and realistic strategic planning					
18	Board attends to policy-related decisions which effectively guide operational activities of staff.					
19	Board receives regular reports on finances and budget, services and program performance, and other important matters.					
20	Board effectively represents the interests of the community.					
21	Board effectively represents the library in the community.					
22	Board meetings facilitate focus and progress on important organizational matters.					
23	Board regularly monitors and evaluates progress toward strategic goals.					
24	Each member of the board feels involved and interested in the board's work.					
25	All necessary skills, stakeholders, and diversity are represented on the board.					

APPENDIX K – A COMPARISON OF ROLES & RESPONSIBILITIES OF PUBLIC LIBRARY TRUSTEES AND LIBRARY DIRECTORS

Governance

The Utah State Code legally authorizes the board of trustees to establish and provide library service to the community and to insure that it operates according to local, state, and federal laws and regulations as well as by standards outlined by the Utah State Library Division.

Library Board / Trustee	Library Director
Knows local and state laws affecting libraries and ensures that library services conform to Utah statutes. Proactively supports legislation on behalf of public libraries.	Knows and observes local and state law for providing library service to the community. Supports library legislation.
Knows limits of the board's legal authority and understands where board powers lie in relation to those of the local governing body.	Understands own limits of authority with regard to the legal powers of the board and those of the local governing body.
Has indirect responsibility for the administration and professional management of the library (i.e. does not run the library) by employing a qualified librarian to administer services and operations.	Has direct responsibility for management of the library within the boundaries of board-approved policies, plan, and budget.
Meets regularly and actively participates in board and other committee meetings. Ensures appointments are current. Holds open public meetings, except where allowed by law.	Serves as executive officer of the library board. Attends all board meetings except where the director's performance is evaluated. Prepares and posts the meeting agenda for the public before the board convenes. Observes open meeting requirements.
Insures that accurate and complete minutes are kept for the public record, reviews and approves all meeting minutes and reports.	Regularly reports to the board, local government, and the public on the progress and needs of the library.
Avoids any conflict of personal or business interests with those of the library, staff, or local governing officials.	Follows local government regulations and policies scrupulously in library business matters.
Understands that the board functions as a single entity; no authority resides in an individual trustee.	Respects and carries out the decisions and actions taken by the board as a whole unit. Does not take sides with individual trustees.
Preserves the library's independence from undue political influence and any threats of censorship.	Remains politically neutral in representing the library in the community and promotes intellectual freedom for all community residents.

Planning

Strategic Planning is a dynamic process for aligning library resources, services, and programs to specific information needs in the community.

Library Board / Trustee	Library Director
Understands the purpose of the state certification process. Knows the minimum public library standards outlined by the Utah State Library Division. Approves final certification document.	Communicates with State Library representative to conduct library certification. Reports regularly to the board on the progress toward certification. Approves final certification document.
Actively participates in determining community needs and reviews the library's mission statement.	Coordinates the community needs assessment and engages the board in review of the library's mission statement.
Participates in developing a long-range plan for library improvement, including specific goals and objectives. Periodically evaluates progress in implementing the library plan and adjusts goals and objectives as needed.	Communicates strengths and weaknesses of library services to the board. Designs and recommends specific activities to accomplish library's goals and objectives.
Understands the library service output measures and uses them to evaluate implementation of long-range plan.	Periodically reports to board library service output and outcome measures.

Personnel

The quality of library service depends on the administrative leadership of the director, the competency of the staff, and the commitment to excellent public service by a proactive board of trustees.

Library Board / Trustee	Library Director
Employs a qualified library director at a competitive salary. Supports librarian in efforts to meet state certification requirements. Confirms staff appointments.	Serves as the technical advisor to the board on all library operations and recommends and supervises employment of all staff.
Is aware of local management policies and practices covering library personnel (e.g. job descriptions, responsibilities, salaries, benefits, hours, sick leave, vacation, overtime, holidays, hiring and firing conditions, performance evaluation and promotion, professional development, etc.). Also knowledgeable about local, state, and federal employment laws. Evaluates the director periodically and reviews staff evaluations recommended by the director.	Is familiar with city or county management personnel practices and policies and local, state, and federal employment laws and practices. Responsible for insuring staff job descriptions are up-to-date. Conducts staff performance evaluations on schedule.

Ensures that the library director has sufficient and adequately compensated qualified staff. Responsible for providing healthy and safe working conditions and environment for director and staff or recommending improvements to local governing body.	Communicates efforts and accomplishments of staff and suggests appropriate recognition and incentive awards. Conducts annual performance appraisals, maintains evaluation records, documents achievements or problems for governing authority. Recommends needed improvements in working conditions, compensation and benefits.
Maintains cordial relations with library staff, but does not interfere in working relations between the library director and staff. Does not ask for special library favors of staff members.	Supports staff members in their duties and assignments and encourages their ideas, creativity, and constructive recommendations for providing library services.

Policy Making

Boards are encouraged to make and approve policies (where so legally empowered) that benefit the library's services, resources, and operations. Policymaking provides direction for a course of action, administrative consistency, and serves as the basis for more specific procedures.

Library Board / Trustee	Library Director
Establishes, reviews and revises the bylaws to ensure smooth functioning of board and library operations. Responsible for establishing or recommending library service objectives and policies.	Helps board comply with bylaws, suggests additions or changes that expedites board effectiveness. Provides assistance and relevant information about library operations, services, and resources to help the board develop equitable, comprehensive and effective policies.
Participates actively in the policymaking process to support the library's mission in the community. Adopts written policies to support the purpose, goals, and objectives of the library.	Administers library policies as adopted by the board and recommends additional policies as needed.
Assesses and approves methods and schedule for implementing and reviewing library service policies.	Regularly reports on the progress and effectiveness of implementing board approved policies.
Coordinates management, personnel, purchasing, contracting, EEO and ADA compliance, confidentiality of records (GRAMA, etc.) policies with those of local, state and federal laws and regulations.	Helps the board understand how government policies differ and interact with library services, resources, and operations policies.
Reviews and approves collection development and materials selection policy, which authorizes the director and qualified staff to select all books and other library materials.	Submits preliminary collection development and materials selection policy for board approval. Selects all books and materials according to adopted policy. Can assign selection responsibilities to qualified staff.

Also reviews, revises and ratifies other written policies submitted by the library director addressing: reference services, gifts/donations; circulation and patron registration; operations and equipment use; use of library facilities by community organizations; public relations; Internet access; and staff training.	Provides experience and expertise to help the board adopt the most appropriate library policies based on patron information and service demands.
Insures that library policy states and supports the intellectual freedom of all residents in the community, including the Library Bill of Rights and the ALA Freedom to Read statement and provides a well-defined public challenge policy and procedure to protect the library and board from censorship threats.	Supports and defends the intellectual freedom rights of all residents. Promotes the Library Bill of Rights and the ALA Freedom to Read statement.

Finances

The board is responsible for the prudent expenditure and management of tax monies for providing library services to the community.

Library Board / Trustee	Library Director
Understands the categories and sources of tax revenues available for library needs and knows what the library's fair share should be. Ensures that local sources fund at least 65% of library expenses.	Understands sources of tax revenue for library operations and expends library funds judiciously and completely in selecting materials and providing services.
Reviews the budget proposal prepared by the library director, approves the final document and presents and defends it before the governing body and general public.	Prepares the preliminary annual budget recommendations based on present and anticipated revenues. Relates budget needs to board's overall plan for library development.
Is informed about the library's financial status and current and projected funding needs. Asserts community leadership in identifying and securing sufficient funding for library operations. Establishes fund raising task forces or committees with other members of the community to fund collections, services, or operations.	Reports regularly on library expenditures and informs the board of future demands on the budget. Suggests ways to stretch the budget through cooperation with other libraries, new technology, state and federal grant programs, and corporate or private funding opportunities.
Is appraised of benefits to the library through State of Utah grants and services. Ensures that the library annually complies with the "Maintenance of Effort" standard required by the State Library. Encourages the director and staff to apply for annual LSTA grants.	Educates the board in the benefits that state and federal grants provide for improved library services. Submits grant proposals for board discussion, input, and approval.

Maintains good relations with local government that collects and distributes library funds.	Communicates to government officials the judicious use of funds expended for library services and reports on various output and outcome measures for justifying additional funding.

Public Relations

Since the prime purpose of a public library is to bring people and information together, the board should assume a proactive role as a good will liaison between the library, governing body and the community.

Library Board / Trustee	Library Director
Establishes, promotes, and participates in a planned program of public relations on behalf of the library.	Maintains, coordinates and promotes board approved public relations programs.
Promotes the services, resources, and programs of the library at all professional, educational, civic, and social functions. Uses every opportunity to relate the benefits of excellent public library service to the community.	Regularly promotes books, materials, services, and programs to the board, government officials, and the general public through the media and in person at community events. Likewise, informs the board of library needs and problems for their consideration and action.
Maintains important and influential contacts in the community and keeps them informed of the library's progress and critical needs.	Interprets board public relations' policies to staff and encourages them to promote the library in community activities.
Remains current with state and national library issues, standards, and trends. Is responsible for educating the public and governing body of the above.	Works to keep the board and staff informed about important issues in the state and the national arena. Encourages the board to read professional library literature.
Publicly defends library policies and supports actions by the director and staff executed according to board policy.	Supports board policies, decisions, and actions in the community.

Continuing Education

Enlightened library boards recognize the need for library personnel and themselves to upgrade their professional knowledge base and skills to be able to provide the most current and comprehensive information service to their patrons.

Library Board / Trustee	Library Director
Provides an annual budget for library personnel and trustees to attend library workshops, conferences, and meetings.	Informs the board of continuing education opportunities for all personnel and trustees.
Faithfully reads and studies trustee materials and professional library literature.	Collects and shares with the staff, the trustees, and the governing body important articles and information that impacts library services.
Insures that all new trustees have a planned orientation session to introduce them to their new position, board, colleagues, library personnel and the library itself.	Welcomes new trustees to their new role and participates in their orientation program. Takes them on a tour of the library, to meet the staff, and learn about the library's collection, services, and programs.

APPENDIX L – SAMPLE OUTLINE OF A TRUSTEE ORIENTATION & DEVELOPMENT PLAN

Here are some steps you may want to consider including in your trustee orientation process:

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

2. The board president (or other board designee) should give the new trustee a binder that includes these sections:
   - **Calendar –** Calendar of board meetings and key library activities
   - **Contacts –** Contact information of all library trustees, library director, and local government officials
   - **Bylaws –** Library Board of Directors bylaws
   - **Minutes –** Agenda and Minutes from recent board meetings
   - **Mission & Strategic Plan –** The library mission statement, long-range plan, and staff organization chart
   - **Annual Report & Budget –** Library annual reports including financials
   - **Certification –** Public Library Certification Standards
   - **Library Laws –** Copies of selected library-related Utah statutes
   - **Trustee Manual –** Utah Public Library Trustee Manual.
   - **Professional Organizations –** Information about the Utah Library Association (ULA) and their Trustees Roundtable, as well as the American Library Association (ALA) and their division for trustees.

3. At a later point, the board president may also wish to share the following information with the new trustee:
   - the library's policies and procedures manual
   - the director's reports for the previous six months
   - the latest monthly statistical report and financial report
   - a brochure or other concise information about the library

4. The orientation should include a tour of the library, with the director, to introduce staff and highlight library collections, programs and services.

5. The orientation should include a meeting with the library director to discuss:
   - how the library is organized and governed
   - how the library is funded
   - how the library is operated day to day
   - how the library serves the needs of the community
   - how the library could better serve the community
   - how the library is linked to other libraries, community agencies (public and non-profit), and local businesses

6. The board president, other board members, and the library director should discuss the contents of the trustee manual, which includes the following sections:

- **Chapter 1 – Trusteeship:** the public library tradition and the public trust
- **Chapter 2 – Legal responsibilities:** statutory powers, terms, liability, open meetings, and Utah law
- **Chapter 3 – Code of ethics:** ethics of public officers and library trustees
- **Chapter 4 – Organization and meetings:** Bylaws, working as a board, decision making, voting, preparing an agenda, conducting a meeting, and minutes
- **Chapter 5 – Role of the State Library**
- **Chapter 6 – State certification and grants:** library minimum standards, purpose, and certification benefits
- **Chapter 7 – Strategic planning:** purpose, contents, evaluation, reporting
- **Chapter 8 – Building and ADA:** facility evaluation and ADA compliance
- **Chapter 9 – Hiring a director:** qualifications and process
- **Chapter 10 – Policy making:** purpose, role of the board, library policy and public access
- **Chapter 11 – Internet services and privacy:** internet in the library, legal issues, intellectual freedom, privacy, GRAMA, Patriot Act and library records
- **Chapter 12 – Budgeting and finance:** library funding sources, budget process, and advocacy
- **Chapter 13 – Advocacy and public relations:** relationship with government officials and tips
- **Chapter 14 – Friends of the library and library foundations**
- **Chapter 15 – Roles and golden rules:** role of trustees in library governance, planning, personnel, policy making, finances, public relations, and continuing education; trustee and board evaluation
- **Chapter 16 – Continuing education:** opportunities and resources

APPENDIX M – SELECTED RESOURCES

- American Library Association
  www.ala.org

- Doyle, Robert P. and Knight, Robert N., eds. *Trustee Facts File. 3rd edition*. Springfield, IL: Illinois Library Association and Illinois State Library, 2004.
  http://bit.ly/bcDync

- *Idaho Library Trustee Manual*. Boise, ID: Idaho State Library, 1996.
  http://bit.ly/9HLb2E

- Kent, Fred and Myrick, Phil. "How To Become a Great Public Space", American Libraries, April, 2003. p. 72-76.

- *Montana Public Library Trustee Handbook*. Helena, MT: Montana State Library, 1993.
  http://bit.ly/cr07O5

- Moore, Mary Y. *The Successful Library Trustee Handbook. Second Edition*. Chicago, IL: American Library Association, 2010.

- *Public Library Trustee Summary Manual. rev. ed.* Olympia, WA: Washington State Library, 2002.
  http://bit.ly/dzdt7w

- Reed, Sally G. and Jillian Kalonick. The Complete Library Trustee Handbook. Chicago: Association of Library Trustees, Advocates, Friends, and Foundations, 2010.

- Swan, James. Working Together: A How-to-do-it Manual for Trustees and Librarians. New York: Neal-Schuman Publishers, 1992.

- *Trustee Essentials: a Handbook for Wisconsin Public Library Trustees*. Madison, WI: Wisconsin Department of Public Instruction, 2002.
  http://bit.ly/atIwDO

- Utah State Library Division
  www.library.utah.gov

- Wolfe, Elizabeth Marcus. *Massachusetts Public Library Trustees Handbook*. Boston, MA: Massachusetts Board of Library Commissioners, 2000.
  http://bit.ly/cLe5OR

- Young, Virginia G. *The Library Trustee: A Practical Guidebook. 5th edition.* Chicago, IL: American Library Association, 1995.