



MASSACHUSETTS
PUBLIC LIBRARY TRUSTEES
HANDBOOK

a publication of the

**Commonwealth of Massachusetts
Board of Library Commissioners**

As the MBLC prepares a revised and updated Trustee Handbook we invite you to use this 2012 transitional draft to replace your 2000 handbook. In this draft selected information has been updated such as addresses, phone numbers and web addresses in addition to agency name changes and changes to Massachusetts law pertaining to libraries.

We welcome your feedback as we revise the Trustee Handbook. Please contact Erin Williams Hart, Trustee/Friends Information Specialist, with your comments at erin.williamshart@state.ma.us or (617) 725-1860 ext 232

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CHAPTER 1 BECOMING A TRUSTEE

THE PUBLIC LIBRARY BOARD OF TRUSTEES

Public libraries have played a key role in Massachusetts' cultural and economic development for more than one hundred and fifty years. Libraries serve as a focus for intellectual growth, research and learning for people of all ages. Through libraries, cities and towns provide collective access to books and other resources which no individual could hope to afford.

The public library is a center of lifelong learning for everyone in the community, providing access to the ideas of the past and the present, as citizens determine their futures. Information is organized, collected and disseminated with the goal of providing free and public access for every person regardless of age, race, physical ability, gender, or creed. The institution of the public library serves the noble role of the great equalizer, allowing all citizens the opportunity to improve their lives through self-education.

In the 21st century, libraries must continue to serve as intellectual and cultural centers for their communities by maintaining strong collections of books and periodicals. At the same time, they must also provide access to an expanding world of information and keep pace with changes in information technology. It is clear that libraries can and will play a critical role in preparing Massachusetts residents to meet the challenges of the future.

A library board of trustees, in some communities referred to as a board of directors, is a group of citizen volunteers to whom the governing of a public library is entrusted. Board members are the vital link between the library and the community. Trustees are library advocates and leaders in developing service willingly, responsibly and creatively for all members of the public.

Each trustee brings to the board certain strengths: skills, talents and personal experience which uniquely serve the library. Expert knowledge in a professional or technical discipline is valuable for specific undertakings. Some boards must rely almost entirely on their members for advice in such fields as construction, law and finance. Conversely, others may make extensive use of consultants, advisory boards or volunteers.

The board as a whole should represent a broad spectrum of the community. A board consisting of diverse viewpoints assures that the library will serve the total community. Certain competencies necessary to accomplish the board's goals should, ideally, be present in the total composition of the board. Issues and decisions involved in the administration of the modern public library are varied and complex.

Successful trusteeship creates a working relationship with the community, library staff and fellow trustees. Trustees take their responsibilities as public officials beyond the library board room. An effective trustee is one who participates intelligently in the entire political process: understanding municipal finance, local budgetary pressures, personnel concerns, and the administrative practices of the municipality as a whole. A

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library board which recognizes that the library is not an island, but part of a larger municipal structure, will build stronger partnerships within the community it serves.

What constitutes an effective Board?

An effective public library board of trustees consists of informed and dedicated citizens representing a cross-section of the population who govern the library for the benefit of the community. The board fulfills ethical, legal and fiduciary responsibilities by:

- Employing a qualified library director and understanding the director's roles and responsibilities
- Setting service-oriented library policies which uphold the principles of equal access to information and the free exchange of ideas
- Guiding the management and maintenance of library facilities and assets and expending financial resources judiciously
- Working to secure an appropriate funding level for facilities, technology, hours of operation, collections and staff
- Knowing and observing applicable municipal, state and federal laws and regulations
- Working with the community to identify information needs and to develop and implement a written plan for the maintenance and improvement of library services
- Seeking and applying resources and training which expand trustee skills.

Collectively, a Board of Trustees should have:

- Interest in libraries
- Knowledge of the community served
- Business management/financial experience
- Legal knowledge
- Diversity in age, race and sex
- Varied personal backgrounds
- Advocacy skills

POSITION DESCRIPTION FOR PUBLIC LIBRARY TRUSTEE

Job Title:	Library Board member
Accountable To:	The taxpayers, the residents of the community and others served by the library
Responsibilities:	Responsible for working with other board members to oversee the library, establishing policy and plans, determining the final budget and conducting public relations

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Duties:	Attends and participates in all board meetings
	Reads board meeting minutes and other materials sent out before the board meeting
	Becomes informed about all phases of library operation
	Serves on committees as assigned by board chair
	Lends expertise and leadership to the board for the good of the library
	Actively participates in activities and workshops
	Helps to secure adequate municipal funding for the library
	Participates in fundraising activities
	Visits the library often
Qualifications:	Appreciation of the library and a desire to provide the best possible library service for the community
	Willingness to be a team player
Skills and Abilities:	Ability to work with people
	Ability to plan
	Ability to put aside personal preferences for the greater good of the library.

SELECTION AND APPOINTMENT

The selection of trustees, the size of the board, the terms of membership and the powers and duties of trustees are covered in Massachusetts General Laws, Chapter 78, sections 10-13. The filling of vacancies is covered in Chapter 41, section 11. If there is any question regarding selection and appointment of trustees, municipal counsel should be consulted. Keep in mind that certain types of public libraries, such as corporation and association libraries, may not be governed by these laws. Chapter 2 of this *Handbook* describes in fuller detail the varying types of public libraries in Massachusetts.

The caliber of trustees determines the progress of the library. Be prepared to identify potential trustees who are active, informed and interested library supporters. Trustees must devote a great deal of time and express a high level of interest to fulfill their duty. Commitment is the primary qualification for those who serve on the board.

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The size of your board may be determined by one or more of the following:

- 1) Massachusetts law specifies (for towns only) a board number divisible by three,

 except where local terms or conditions of a bequest accepted by the municipality stipulate otherwise
- 2) By local charter
- 3) By incorporation document.

TYPES OF BOARDS

The vast majority of Massachusetts public libraries are governed by boards of trustees. Approximately half of all public library trustees in Massachusetts are elected to their position. However, different requirements exist for different types of public libraries. For example, a public library which is governed by a private association may select its trustees by appointment by their executive board. Trustees serving city libraries may be appointed by the mayor, and may act in an advisory capacity rather than as a governing board. Trustees are selected by one of the following methods:

Appointed: An appointed trustee is selected by a public official or group of municipal officials.

Elected: An elected trustee is selected by the registered voters of the municipality in a municipal election.

Ex-officio: An ex-officio trustee is selected by virtue of holding a specified public office or a specified political, committee, social or religious affiliation in the municipality. For example, the legal authorization for some boards of trustees may require that their membership include the principal of the local high school, a member of the Board of Selectmen, a religious leader or a member of a prominent family.

Self-perpetuating: A self-perpetuating trustee is selected by the members of the library

corporation or association, usually from the corporation or association membership, but occasionally from the municipality at large.

Libraries occasionally have trustees who are selected by a combination of methods, i.e., some appointed and some ex-officio. Municipalities which have more than one independent public library often have trustees who are selected by a combination of methods.

Trustee Tip: If a board finds that its small number of members inhibits its ability to be productive, try actively recruiting non-board members to serve on committees. Remember, not all committee members need to be board members. It is possible to change the size of the board if other strategies prove ineffective; however, trustees should seek municipal counsel if they wish to alter the size of the board.

TERMS OF MEMBERSHIP

Board members must serve staggered terms in order to provide continuity of service. In accordance with Massachusetts General Laws Chapter 78, section 10, elected trustees serve three-year terms. Most appointed trustees also serve three-year terms. If a vacancy occurs prior to the expiration of a trustee's term, board and municipal bylaws should be consulted and the position filled in accordance with them. Usually a new trustee is appointed to complete the unexpired term.

How long should a trustee serve?

No trustee should serve on the board indefinitely, no matter how dedicated and no matter how effective the trustee is. Continuity of service provides the wisdom of experience, but change provides the essential infusion of new ideas. Both are needed. It is the responsibility of board members to recruit and encourage qualified potential trustees.

There are many ways a former trustee may continue to contribute to the library organization:

- Help raise funds
- Join a committee
- Volunteer for a short-term or long-term project
- Participate in a one-time event or project
 - Provide positive public relations by continuing to be a good spokesperson and positive advocate for the library
- Offer occasional expertise in areas such as law, finance, or public relations
- Become an active member of the Friends of the Library.

ORIENTATION OF THE NEW TRUSTEE

Too often we fail to understand that very few new board members come to the position of trustee with the library knowledge they need to function effectively. Some specialized library knowledge is necessary to be an effective trustee. This knowledge cannot be readily acquired by the lay person who is interested in libraries but has

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never been directly involved in library planning. Welcome new members of the board by providing the information they need to feel comfortable with the new job and begin work. Like new "employees," productive trustees should know how the organization functions and what is expected of them.

Plan a step-by-step orientation program designed jointly by the library director and the board. Let the new trustee know how the introductory activities will be handled. Responsibility for planning and implementing the orientation is shared by the board chairperson, board members and the library director.

The specifics of orientation will obviously vary with the style of the board, its size, and the type of library system. However, the importance of a written orientation plan cannot be overemphasized.

ORIENTATION CHECKLIST - NEW TRUSTEE TO DO LIST

✓ **Tour the library and meet staff members**

✓ **Become informed about the structure of the Board**

- Type of board: appointed, elected, or self-perpetuating; ex-officio members
- Governance of the library: municipal, corporate, or association
- Organization of the board, its officers and standing committees
- Board meeting location and schedule
- Responsibilities and expectations
- Library and board goals and long range plans
- Library and board accomplishments
- Trustee roles in relationship to the library director
- The library's relationship to the Massachusetts Library System
- The library's relationship to the Massachusetts Board of Library Commissioners.

✓ **Meet with the library director and trustee chair to learn about the functioning of your library, its:**

- Organization and history
- Funding sources and budgeting process
- Day-to-day operations
- Service to the community
- Relationship to other resources and groups
- Projects in progress
- Volunteer resources and Friends of the Library group

ORIENTATION KIT AND BOARD MANUAL

In addition to the *Massachusetts Public Library Trustees Handbook*, a new trustee needs local information to review and consult. The library director should provide each trustee with a copy of the library's bylaws and any local ordinances which affect

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the library, its long range plan and annual updates, its policy manual, and its current budget. A list of all funding sources and the percentage of revenue which each source represents, is also an important tool for the new trustee.

CONTENTS OF A LOCAL MANUAL MAY INCLUDE:

Board

A description of board members' responsibilities

Descriptions of duties of officers, committees and charges

Annual calendar with program and fiscal planning schedules

List of board members, names, addresses and phone numbers, terms of office

By-laws of the board, articles of incorporation if applicable

Board minutes from previous year

Minutes of previous board meetings

List of suggested resources (publications and organizations)

Personnel

Organizational chart for the library including position descriptions, pay scales, etc.

Union contract, if applicable

Staff list, titles, responsibilities, location

A brief biography of the library director

Procedures for evaluation of library director

Policies and Planning

History of the library and its current mission statement, goals and objectives

Policies of library and board concerning personnel, Internet access, meeting room use, etc.

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Community analyses such as census figures, economic and occupational trends

Long-range development plans (which may already include above information)

Most recent library annual report, with prior years for comparison

Statistical reports on circulation, services, etc.

Promotional materials including selected newspaper articles about the library and/or press releases, brochure

Budget and Finance

Current budget and financial reports

Contracts with other libraries or networks

Local Government

Local laws, and contracts pertaining to library, town charter sections

Local government information, for example, list of Board of Selectmen, Finance Committee members

Friends/Volunteers

Friends of the Library history including list of board members

Volunteer program information

INTRODUCTORY BOARD MEETING

The first time a board meets as a new group with new trustees, an experienced board member should briefly recap the activities and accomplishments of the past year. A new trustee should also read through the prior year's board minutes to familiarize him/herself with the board's most current decisions and actions.

Trustee Tip: HOW NOT TO BEGIN YOUR BOARD CAREER

If you are looking for ways to freeze yourself out of the board team, here are a few suggestions that will guarantee it happening:

Talk too much and listen too little.

Publicly criticize a board decision you did not support.

Ignore advice from fellow board members.

Show that you have all the answers for every issue.

Refuse to change your mind on any issue no matter what the evidence.

Refuse to compromise.

Leak information from a closed board session.

Fail to prepare for board meetings.

Ridicule board decisions made before you came to the board.

CODE OF ETHICS

Should issues such as conflicts of interest, disagreements regarding employment practices, harassment, or public dissatisfaction with the library arise, trustees and staff members may choose to contact the Commonwealth of Massachusetts State Ethics Commission at (617) 371-9500 or refer to their website at mass.gov/ethics. The State Ethics Commission has published a brochure entitled *A Practical Guide to the Conflict of Interest Law for Municipal Employees* which may be of value to trustees. <http://www.mass.gov/perac/training/conflictinterestmunicipal.pdf>

All trustee boards should develop and abide by an ethics policy. A sample policy can be found at <http://www.ala.org/altaff/trustees/orgtools/policies>

Trustees should be aware that the library profession has its own guidelines for ethical behavior, adopted by the ALA Council on June 28, 1995. Many librarians nationwide and across Massachusetts, choose to follow this code of ethics.

Code of Ethics of the American Library Association

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

I. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.

II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.

III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.

IV. We recognize and respect intellectual property rights.

V. We treat co-workers and other colleagues with respect, fairness and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.

VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.

VII. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.

VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

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GOLDEN RULES FOR BOARD MEMBERS

Leave the actual management of the library to the library director. It is the library director's responsibility to select books and other library materials, employ the staff and supervise day-to-day operations.

After a policy or rule is adopted by the majority vote of the library board, do not criticize or re-voice your opposition publicly.

Respect confidential information. Do not divulge information learned during executive sessions of the board, or any information regarding future board actions or plans until such action is officially taken.

Observe publicity and information policies of the board and library. Do not give information individually but refer requests to the director or appropriate representative to interpret policies.

Treat staff members and the director in an objective manner. Under no circumstances listen to grievances of a staff member or treat individual problems on your own. The library director is in charge of the staff and has administrative control up to the point where a grievance is presented to the library board as a whole.

Do not suggest hiring a relative as a library employee, or two members of the same family.

All rules and policies directed to the library director must be approved by a quorum of the board at a regular meeting. Even the chairperson should abide by this rule.

Do not hold board meetings without the library director.

Complaints from the public are the director's responsibility. Continued dissatisfaction and problems should be taken up at the board meeting only if a policy revision is necessary or legal ramifications are involved.

Assume your full responsibility as a board member. If you are unable to attend meetings regularly and complete work delegated to you, resign so that an active member can be appointed.

DUTIES AND RESPONSIBILITIES

Trustee boards make general operating and administrative policies. The library director supervises the internal management, daily operation and procedures of the library. The board acts as an agent of public trust governing the library. The library director exercises professional judgment under the direction and the review of the board to implement the goals, objectives and policies set by the board. A trustee board and the library director work together as partners.

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Trustees responsibilities are generally divided into six major categories:

1. Legal
2. Human Resources
3. Planning and Evaluation
4. Governance and Policy making
5. Financial
6. Continuing Education

A governing board is legally responsible for administrative policy-making in areas such as budget, personnel and contracts, as is specified by state law and local ordinances.

Trustees, government officials and library personnel must all understand clearly the role and duties of the board. Trustees and library staff will face conflict and ineffectiveness if that role is perceived differently by the various groups involved.

WHO DOES WHAT?

Cooperation is the key! The duties and responsibilities of the library trustee and the library director may appear to overlap. Understanding the differences in function assures teamwork and better library service. Confusion may be avoided by discussing the following clarification of typically separate powers and obligations of the trustees and director.

GOVERNANCE AND POLICY MAKING RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>
<p>Has INDIRECT responsibility for administration through employment of director and adoption of policies, plans, and budget.</p>	<p>Has DIRECT responsibility for administration of total library program including all affiliated libraries within the framework of board plans, policies, budget and materials selection.</p>
<p>Adopts by-laws for board procedures. Attends and participates in all regular meetings. Reviews reports; solicits information; obtains feedback from the community and personally uses the library.</p>	<p>Prepares regular written reports and submits other relevant documents. Attends all systems and affiliate board meetings or designates substitute; keeps trustees informed of progress and problems.</p>
<p>Approves goals and objectives of the library, including the methods for annually evaluating progress.</p>	<p>Provides assistance and direction to the board. Recommends methods for implementing plans and evaluation.</p>
<p>Approves written policies to govern operation, use, and overall program of library service.</p>	<p>Recommends policies; supplies examples and sources of information and advises board of implications of various decisions.</p>
<p>Officially approves and adopts library policies; assists in the interpretation of those policies to public and staff.</p>	<p>Administers policies and maintains policy handbook; interprets policies to staff and public.</p>

LEGAL RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>
<p>Seeks cooperation with officials of the municipality.</p>	<p>Prepares all needed library reports for local government, the system and the Massachusetts Board of Library Commissioners; provides copies to the board and community.</p>
<p>Attends and participates knowledgeably in all board meetings and decisions to assure conformity to legal responsibilities.</p>	<p>Attends board meetings and suggests legal reviews or counsel on appropriate board actions.</p>
<p>Seeks municipal legal counsel for review and approval.</p>	<p>Knows, studies, and abides by all local, state, and federal laws and regulations which affect public libraries and empower boards of trustees.</p>
<p>Responsible for custody and management of library facility and holdings unless otherwise provided by municipal charter or special legislation. Private corporations or association library boards may hold title for property.</p>	
<p>Knows, studies, and abides by all local, state, and federal laws and regulations which affect public libraries and empower boards of trustees. A copy of Massachusetts General Laws should be available, where space and budget allow, in every library in the Commonwealth.</p>	

HUMAN RESOURCES RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>	<u>Trustees And Director Together</u>
<p>Employs a library director who meets the personnel minimum standards for the State Aid to Public Libraries program. Develops guidelines for staff selection.</p> <p>Adopts standards for evaluating library director's performance. Reviews director's effectiveness.</p> <p>Provides adequate salary scale and fringe benefits for all employees.</p> <p>Adopts personnel policies and personnel manual.</p> <p>Recommends qualifications for board membership. Notifies appropriate authorities of board vacancies.</p>	<p>Hires and supervises staff according to board policy.</p> <p>Suggests basis for evaluation criteria. Provides materials for board to study. Maintains personnel records.</p> <p>Suggests improvements needed in salary and working conditions. Utilizes skills and initiative of staff members to the library's advantage.</p> <p>Provides board with recommendations and materials to review. Maintains personnel manual.</p> <p>Assists in developing criteria for and selection of new trustees. Participates in orientation by introducing library staff, explaining procedures, etc.</p>	<p>Observe all local, state, and federal laws that relate to current employment practices.</p> <p>Provide in-service training for professional development of staff members and effective implementation of policies. Provide opportunity for continuing education and advancement of staff and trustees.</p> <p>Conduct an annual assessment of the board's performance including attendance and committee work.</p>

PLANNING RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>	<u>Trustees and Director Together</u>
<p>Analyzes the community and considers the strengths and the weaknesses of library service.</p> <p>Approves goals, adopts both short and long-range plans for library growth.</p> <p>Approves priorities and decides on courses of action to implement plans.</p>	<p>Participates fully in the community analysis process and in the continuing survey of library service.</p> <p>Recommends plans for library's growth which include measurable goals and objectives.</p> <p>Recommends activities to support these goals and objectives.</p> <p>Administers library in terms of its plans as adopted by the board; suggests revisions as needed</p>	<p>Evaluate the library annually when planning for future development. Review the budget with regard to service, personnel, public relations, policies, regulations, and building maintenance.</p> <p>Work as a team to develop the plan.</p>

FINANCIAL RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>	<u>Board and Director Together</u>
<p>Actively supports and presents a budget for adequate library funding.</p>	<p>Maintains complete and accurate records of finances, inventory, and annual reports. Provides</p>	<p>Attend budget hearings of funding agencies, including finance committee and</p>

<p>Keeps informed of the financial status, funding sources, and needs of the library.</p> <p>Scrutinizes preliminary budget request submitted by library director; makes recommendations and officially adopts budget.</p> <p>May undertake special fund raising programs to raise money for the library.</p>	<p>information with library reports to the board.</p> <p>Prepares local, state, and federal grant budgets based on present and anticipated needs, taking into account the board's plan for library growth.</p>	<p>town meeting, to answer questions about library growth and administration and to supply facts and figures to defend budget requests.</p> <p>Explore all methods of increasing the library's income through new sources and cooperation with other libraries or agencies.</p> <p>Submit an annual report of activities, income, and expenditures to be filed with the appropriate agency.</p>
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CONTINUING EDUCATION RESPONSIBILITIES

<u>Trustee Board</u>	<u>Library Director</u>	<u>Trustees and Director Together</u>
<p>Reads trustee materials and library-related publications.</p> <p>Sees that new trustees have planned orientation.</p>	<p>Calls significant materials and events to the attention of library board.</p> <p>Organizes orientation of new trustees.</p>	<p>Plan and implement orientation of new trustees.</p> <p>Provide in-service training opportunities for professional development of staff members and effective implementation</p>

<p>Attends local, state, and national trustee or library-related meetings whenever possible.</p> <p>Belongs to professional associations such as MLTA, MLA, and ALA.</p> <p>Supports continuing education for director and staff and takes advantage of opportunities for trustee education.</p>	<p>Informs trustees of important meetings and workshops for them to attend. Encourages financial support for travel in budget.</p> <p>Belongs to professional organizations and attends local, state, and national library association conferences.</p> <p>Designs and develops continuing education for staff and board. Develops skills and initiative of staff members to the library's advantage.</p>	<p>of policies. Provide opportunity for continuing education and advancement of staff and trustees.</p>
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BYLAWS

Every library board should have its own written set of bylaws: the framework, rules and regulations covering the meetings and operation of the board. Bylaws should be drafted and revised as needed so as not to conflict with any local, state or federal laws or regulations. Be aware that some libraries do not have bylaws that are specific to the library: instead, they use the laws laid out in their municipal charter, act of special legislation, or original municipal articles of incorporation. Trustees should each have his/her own copy of all the bylaws and rules which govern their library. It is each trustee's responsibility to read and familiarize him/herself with the library's governing documents.

Bylaws include:

- Name of the organization
- Purpose and objective
- Constituency served
- Method of board and officer selection, duties, appointments and term
- Time, place and responsibility for regular meeting
- Attendance requirements
- Method for calling special meetings
- What constitutes a quorum
- Appointment and duties of standing committees. Standing committees may include:

Executive committee

Budget and finance

Personnel

Buildings and equipment

Legal issues

Library development and planning

Policy

Publicity and public relations

Legislative

- Provision for special committees
- Required reports and yearly timetables
- Provision for amending the bylaws
- Provision that any motion dealing with policy or regulation must be continued over for final decision at a subsequent meeting
- Provision for filling vacancies

CHAPTER 2 BOARD ORGANIZATION

- Removal/replacement of trustees
- Provision for recourse to *Robert's Rules of Order, revised edition* for procedural matters not covered in the bylaws

TYPES OF LIBRARY BOARDS IN MASSACHUSETTS

Most public libraries have a governing board of trustees whose selection is determined by state law, municipal articles of incorporation or regulations. Corporation and association libraries are the exceptions.

There are three types of governance existing in Massachusetts public libraries:

Association/Corporation Libraries: These libraries are established as nonprofit corporations, often in connection with a will, deed or bequest, to provide free library services to the public. Governance is set out in the original instrument of articles of incorporation. These libraries may receive state, local and private funding. In many cases some funding is also derived from the original endowment.

City Libraries: These libraries may be formed by a city on its own initiative. Libraries are governed as specified in the charter of the municipality or by special acts of the state legislature. Funding is provided (primarily) through state and local appropriations.

Town Libraries: These libraries may be established by resolution of the town governing body. They are governed by an elected board of trustees whose number is divisible by three. Special acts such as charter changes may allow for the appointment of trustees. Funding is derived primarily through local and state appropriations.

DUTIES OF OFFICERS

All boards of trustees recognize the need for officers with clearly defined duties and powers for each office, all in writing and well understood by everyone. Board position descriptions can and should be designed to meet the specific needs of the individual library. Following are some sample position descriptions adapted from the *Trustee Toolkit for Library Leadership* by the California Association of Library Trustees and Commissioners, California State Library, 1998.

Boards of trustees traditionally elect the following officers:

Chairperson/ President

- Keeps the board operating effectively, while working well with all board members and other key contacts.
- Works closely and cooperatively with the library director.
- Serves as diplomatic troubleshooter to identify potential problems and issues which require advance board study and action.

- Never loses sight of the fact that the chairperson is only one member of the board, not empowered alone to set policy for the board or the library.
- Graciously walks a delicate line between front stage and back stage, doing and delegating, silent and speaking, pushing and pulling, persisting and praising, listening and leading.
- Carrying all the workload for the board is not necessarily the mark of a good chairperson. To ensure that all board members contribute and are given due credit is a greater challenge and accomplishment.
- The chairperson is the chief spokesperson representing the board both orally and in correspondence.
- Plans and presides over board meetings. The chairperson is responsible for advance, written agenda; plans and conducts meetings to assure productive sessions which steadily move the board toward its internal goals and objectives as well as the library goals and objectives. The chairperson's knowledge of, and commitment to, parliamentary procedure, plus an understanding of group dynamics, can make the difference between a meeting which keeps the discussion focused on the major action issues to be considered, or a rambling, semi-social session.
- Appoints committees for specific assignments. Exerts care in selecting as committee chairs, board members who have commitment and ability to lead a committee to reach the board's assigned objective within the assigned time. The wise board chairperson recognizes and utilizes any special expertise which potential committee members may have. The chairperson monitors the progress of the committee and provides help if needed, yet is careful not to dominate. Some board chairpersons serve as ex-officio members of all committees except the nominating committee.
- Some boards limit the chairperson's term of office to one year, to facilitate rotation of leadership responsibilities. This creates a stronger board and lessens the potential for one person to dominate the board.

Vice Chairperson/ Vice President

- The commitment and leadership abilities of the person the board elects as vice chairperson should be similar to those of chairperson.
- The vice chairperson automatically becomes the chairperson in the event of resignation or death unless the bylaws provide otherwise. If the vice chairperson does not want to assume the office of chairperson, he/she must resign unless the bylaws provide otherwise.
- Presides in the absence of the chairperson or whenever the chairperson temporarily vacates the position.
- In the absence of the chairperson, the vice chairperson is not an ex-officio member of any committee; cannot fill vacancies in cases in which the bylaws state that such vacancies be filled by chairperson.

Secretary

- It is important for the secretary to have a general knowledge of the board's statutory authority, bylaws and operating policies as well as parliamentary procedure. The secretary should understand that minutes of a public body must be a clear, concise, factual record for

possible later reference or legal evidence showing what specific action was taken, why it was taken, when and by whom.

- Issues and posts for public notice advance agendas of meetings following specific legal requirements for open meetings.
- Prepares the official board minutes and keeps on public file.
- Keeps member attendance record.
- Presides at meetings in absence of chairperson and vice-chairperson until election of a chair pro tem.
- Handles all official correspondence on behalf of the board.

If the library director or a library staff member serves as board secretary, it should be mutually agreed in advance and in writing precisely which responsibilities will be, and which will not be, assumed by the library director or staff member. Without such an agreement there could be misunderstanding, conflict or board resentment that it was not in control of its own affairs.

Treasurer

- Understands financial accounting.
- Serves as chairperson of the board finance committee.
- Works with the library director to insure that appropriate financial reports are made available to the board on a timely basis.
- Assists the library director in preparing the annual budget and presenting the budget to the board for approval.
- Reviews the annual audit and answers board members' questions about the audit.

Trustee Tip: The treasurer's role varies with the size of the library. In small libraries, the treasurer may keep the books, deposit funds, prepare reports and even write checks or vouchers. In larger libraries, the treasurer is a legal officer named to assure that financial operations are being properly handled. Bylaws should outline the specific job.

EFFECTIVE BOARD MEETINGS

Post notices of all meetings well in advance. Set dates and times and coordinate with the library director who is expected to attend all meetings.

Library staff members may be invited to attend meetings to observe and/or report. The communication between the board of trustees and staff members can reward the library organization with an increased level of cooperation and understanding.

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Rotate leadership responsibilities to create a stronger board, giving each trustee the opportunity to hold office.

Plan meetings on a regular, annual schedule as listed in the bylaws. Select specific dates, times and places six to twelve months in advance (see Sample Board Calendar in Chapter 5 of this *Handbook*).

Inform the chairperson when you are unable to attend and have a solid reason for not being able to attend.

Follow procedures for conducting business meetings as outlined in *Robert's Rules of Order, revised edition*. If this seems too formal, the chairperson should devise a specific order of business that maintains an orderly flow for the meetings.

Be as productive as possible. Deal only with appropriate issues. Clearly define the difference between the functions of the board and the library director.

Be sure Open Meeting Laws are being followed.

Minutes of meetings are considered public records, and must be kept in accordance with the law on public records (Massachusetts General Laws, Chapter 66). The final approved version for each meeting must be kept as an archival file in the library. Many municipalities require that a signed copy of the minutes be preserved in the town clerk's office. A duplicate copy may be kept offsite in case of a disaster such as a fire or flood, which might damage or destroy the original documents. Individual board members should retain current minutes in their trustee manuals.

BEFORE MEETINGS

Plan the meeting carefully: when, where, what, why, who?

Prepare the agenda in advance in consultation with library director.

Allow adequate time for items listed.

Distribute the agenda and related reports several days in advance.

Publish or post public notice of meetings in the manner required by the Open Meeting Law (Massachusetts General Laws, Chapter 30A, sections 18-25). This requirement may not apply to corporation or association libraries.

BEGIN MEETINGS

Start on time with roll call of board members.

Introduce visitors and/or new board members.

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Approve minutes.

Review, revise, and order agenda.

Establish clear time limits.

DURING MEETINGS

Focus on the issues at hand.

Follow the agenda and established order of business as stated in the bylaws.

Establish action items: who, what, when?

It is the responsibility of the chair to keep discussion on track.

END MEETINGS

Review and evaluate the meeting's progress and any decisions made.

Announce next meeting and develop preliminary agenda.

Adjourn meeting officially and end on time.

AFTER MEETINGS

Mail draft minutes to all board members.

Follow-up on action items.

Begin planning for next meeting.

SAMPLE AGENDA

PUBLIC LIBRARY BOARD OF TRUSTEES

Date

Time

Place

AGENDA

Agenda Item	<i>Speaker</i>
1. Call to Order	<i>Chairperson</i>
a. Roll call and introductions	
b. Approval of Minutes of previous meeting	
c. Next meeting date	
2. Reports: will vary throughout the course of the year. Reports may be presented in advance to save time. The following are examples of what may be included.	
Financial	<i>Treasurer</i>
Library Director's	<i>Library Director</i>
Committees	<i>Committee Chair</i>
Policy	
Legislative	
Friends group	
3. Action items	<i>Chairperson</i>
4. New Business	
5. Adjournment	

Trustee Tip: A well-run business meeting depends on a carefully planned agenda. Items of business should be listed beforehand. The library director's report may be submitted in advance to save meeting time.

SAMPLE MINUTES

MINUTES OF THE _____ PUBLIC LIBRARY BOARD

DATE:

TIME:

PLACE:

PRESENT: List names of board members present

STAFF PRESENT: List names of staff present

OBSERVERS: Ask observers to identify themselves, and list names of those present

Call to Order

Date of future Meeting

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Financial Report

A written report should be presented by the treasurer or library director which clearly shows monies received and expended during the previous month, year to-date figures, total budget, balance of budget, and an explanation of major changes.

Library Director's Report

The director's report is crucial to the efficient administration of the library, since it may be the only regularly scheduled opportunity for trustees to hear about and focus on the day-to-day issues which the library presents. The report may include: statistics on library use; program attendance; personnel activities and problems; programming; progress reports and ideas for the future; building maintenance progress and problems.

Committees

Policy: Minutes should record any policy changes or decisions

Legislative: Progress report, etc.

Friends: Fund raising proposals, monthly report

GUIDELINES FOR RECORDING MINUTES:

- Be specific
- Follow the agenda: items discussed, announcements and reports
- Be sure that all motions are recorded as well as the name of the person making the motion and that of the person seconding the motion
- Record decisions/actions/assignments: what, when, who, number of votes if appropriate. Put members "on record" for or against a decision.
- Describe in general the meeting's content.

Remember that recorded minutes of each board meeting constitute a public archival record of the institution's history. These minutes document the actual business of the library and will be kept for posterity. Therefore, great care should be made to insure that the minutes accurately reflect the board's proceedings and that all errors are corrected. Consider the overall tone of the minutes: while it is not necessary to write in excessive formality, neither should the tone convey a casualness that belies the serious nature of the board's duties and responsibilities.

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OPEN MEETING LAW

Massachusetts General Laws, Chapter 30A, sections 18-25 covers open meetings of governmental bodies, executive sessions, and exceptions. You may wish to contact the Massachusetts Office of the Attorney General at (617) 727-2200 or your local District Attorney's office for more information regarding open meetings or to request a booklet on the open meeting law. You may also access open meeting law resources at <http://www.mass.gov/ago/government-resources/open-meeting-law/>

The following statement regarding the purpose of the Open Meeting Law is adapted from the Attorney General's website:

The Attorney General enforces the Open Meeting Law. The purpose of the Open Meeting Law is to eliminate much of the secrecy surrounding the deliberations and decisions on which public policy is based. The means by which secrecy is eliminated, of course, is by requiring most meetings of governmental bodies to be held in public. The requirements of the Open Meeting Law grow out of the idea that the democratic process depends on the public having knowledge about the considerations underlying governmental action, for without that knowledge, people are not able to judge the merits of actions taken by their representatives. The Legislature has recognized, however, that public officials might be "unduly hampered" if every discussion among public officials was required to be open. As a result, the Open Meeting Law provides for particular circumstances under which a meeting may be held in executive, or closed, session.

For information on the open meeting law for cities and towns, or to report a violation of that law by a city or town, please contact your local District Attorney's Office.

Library board meeting notices must be posted in advance and open to the public and news media. Never forget that the library serves the whole community and the trustees govern on behalf of the citizens. Public awareness of library operation, plans and problems can be very beneficial. Give visitors a warm welcome! Minutes for all meetings must be recorded and open for public inspection.

It is important to note that committees appointed by the board for the purpose of conducting library business are also subject to Open Meeting Law.

EXCEPTIONS TO OPEN MEETINGS: If the board enters into an executive or closed session, no formal action should be taken during the session. All decisions must be formally adopted in an open board meeting to be legally binding.

BOARDS CALL CLOSED (EXECUTIVE SESSION) MEETINGS TO HANDLE UNUSUAL SITUATIONS OR PROBLEMS SUCH AS THOSE LISTED BELOW:

Discussion of the reputation, character, physical condition or mental health rather than the professional competence of an individual, without restricting the individual's right to be present, have counsel present or speak on his or her own behalf if requested.

To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel.

Discussion of strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the governmental body, and to conduct collective bargaining sessions.

Discussion of the deployment of security personnel or devices.

Investigation of charges of criminal misconduct or discussion of the filing of criminal complaints.

Consideration of the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body.

Compliance with the provisions of any general or special law or federal grant-in-aid requirements.

To consider or interview applicants for employment or appointment by a preliminary screening committee if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants.

To meet or confer with a mediator with respect to any litigation or decision on any public business within its jurisdiction involving another party, group or entity.

Be sure to consult the full open meeting law for an expansion of these exemptions.

***Trustee Tip:* While corporation and association libraries are exempted from the open meeting law, trustees should nonetheless consider following the open meeting law model as it provides an excellent forum for conducting library business.**

PARLIAMENTARY KNOW-HOW

Objective	Action (make a motion)
To introduce business	Offer a motion
To approve action	Move to accept, adopt, or ratify
To modify or change	Move to amend or refer to a committee
To defer action	Move to postpone to a definite time, refer to a committee, or lay on table

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To limit discussion	Move to time debate
To stop discussion	Move the previous question
To determine correctness of an announced voice vote	Move for division of the assembly
To suppress a question lay on table	Object to consideration, move to postpone indefinitely, or
To object to decision of the Chair	Move an appeal from the decision
To make a request or raise question of privileges	Call for point of information, rise to parliamentary inquiry,
To consider a second time	Move to take from the table, reconsider, or rescind
To repeal action	Move to rescind.

BOARD COMMITTEES

The place where a great deal of change is formulated and forwarded to the board for consideration is in committee. The board's bylaws may outline committee structure. There are usually two types of committees in a library board structure. The first is standing committees, which deal with the ongoing and long-range plans of the board. The other type of committee is the ad hoc committee. This is a special one-task, short-term committee, which has a definite length of term. Sometimes, instead of forming an ad hoc committee, the board will feel that some of its business is close enough to the purpose of the standing committee that the committee can form a sub-committee. The number of committees will vary depending on the size of the board, but no board is too small for committee work. Some examples of board committees are:

Public Relations - Charged with interpreting the library's programs, services and mission to its community. A public relations committee sets specific and general public relations objectives such as themes to be communicated, target audiences, methods to be used and timetables for accomplishment. This committee is an excellent place to include interested volunteers, such as Friends of the Library representatives, who are not board members.

Nominating - Also known as a board development committee. Responsible for maintaining a current file of prospective board members. A current list enables the committee to bring a list of carefully selected nominees to the board whenever a vacancy occurs.

Personnel - Its primary charge is to ensure that the library's working environment is conducive to attracting and keeping quality personnel. Periodically reviews personnel policies. While the full board actually hires the library director, the personnel committee may recruit, screen, interview applicants and make a recommendation concerning top candidates.

Development - Responsible for recommending a philosophy of fundraising to the board. While the entire board is responsible for the library's fiscal health, this committee ensures that necessary supplemental funds are raised. Again, this committee is an excellent place to include non-board volunteers who exhibit interest in fundraising for the library.

Trustee Tip: Committees issue recommendations to the board but do not make the decisions. Written committee reports distributed before the board meetings are the most effective vehicle for communicating the committee's stance. All committees should be aware of and follow open meeting law.

EVALUATION: KEEPING AN EYE ON PROGRESS

Evaluation is a broad area of responsibility inherent in all trustee duties, particularly in planning and policy making. Evaluation is the continuous process of looking at all phases of library operation to assure the machinery is running well. Most boards lack a formal method of systematic evaluation. They evaluate by instinct, "feel," public outcry, staff discontent, or building conditions. In effect, a decision is made to react, rectify, change, shift, retract, or hire without researching the facts or following the library director's recommendations.

Boards can be more decisive if their decision making is based upon systematic annual evaluations as well as continuous informal monitoring of library progress. Areas for annual evaluations should include the following:

- 1) Overall progress of the library program and planning
- 2) Performance of the director
- 3) Self evaluation of the board's effectiveness (individual trustees and the board as a whole)

EVALUATION OF THE LIBRARY

Local trustees should work with the library director and staff to develop evaluation criteria, form and process to monitor the level of library services. Evaluation must be part of the library's long range planning. Please refer to Chapter 5 of this *Handbook* for a fuller discussion of planning. You might develop a checklist of evaluative questions divided into several major areas:

- Trustees
- Buildings
- Public Services
- Materials and Collections
- Staffing Levels and Accomplishments
- Community Relations and Public Image
- Budget and Funding
- Administration

CHAPTER 2 *BOARD ORGANIZATION*

EVALUATION OF THE DIRECTOR

Please refer to Chapter 6 of this *Handbook* for an in depth discussion of the evaluation of the director.

EVALUATION OF BOARD OF TRUSTEES

Just as evaluating the library director's performance is an important and necessary function of every library board, each trustee and the board as a whole should take some time for self reflection to evaluate their own performance. How well does the board function as a whole? How well do you, as an individual trustee, fulfill your responsibilities? Here are some questions to ask and answer on annual basis.

TRUSTEE BOARD REPORT CARD

Does the board operate under a written set of bylaws and follow the laws that govern board operations? Is there an effective committee structure that involves all members in board work? Do any of the bylaws need to be revised to more accurately reflect the true workings of the board?

Are board meetings run in a business-like manner with a minimum amount of time devoted to unimportant matters?

Does the board meet monthly at a regular time with an agenda and relevant documents distributed in advance? Are minutes compiled and mailed to members following the meetings?

Are arrangements made to ensure that the library director attends board meetings and committee meetings? Do you have a training or orientation program for new trustees which is jointly conducted by senior trustees and the library director? Is a local trustee notebook maintained to supplement the handbook published by the Board of Library Commissioners?

Does the board work closely with municipal governing agents who appoint trustees? Are qualifications and duties clearly stated? Are terms of appointment limited? Does the board represent the whole community? Has the board done everything it can to improve cooperation with local government officials?

Do board members and each library maintain an up-to-date policy manual? Do any policies need to be reviewed or added?

Has the board adopted a written statement of goals and objectives which serves as the basis for services and activities?

Is there a step-by-step long range plan for the future growth and development of the library?

Does the board work systematically to assure adequate current and future library funding? Does the board systematically evaluate itself, the director and library plan annually?

Does the board encourage and fund members' and staff attendance at local, state and national library meetings? Is there good communication between the library director and the board, between the president and the members, between the board and related public groups, among various board members?

INDIVIDUAL TRUSTEE REPORT CARD

1. Do you understand and respect the different roles and duties of the library director and the trustee board?

YES NO

2. Have you attended every board meeting and assigned committee meetings since becoming a trustee?

EVERY MEETING MISSED SOME OCCASIONALLY

3. Do you prepare and study the materials necessary to be a well informed board participant?

ALWAYS FREQUENTLY OCCASIONALLY SELDOM

4. Do you regularly read at least one library periodical and consult relevant books or pamphlets?

YES NO

5. Do you strive to be aware of the implications of local, state and national legislation? Do you actively lobby at least on the local and state level?

YES NO

6. How many library-oriented state and national meetings or library workshops have you attended in the past year?

6 or more 3 or more 1 or more none

7. How many community events or meetings have you attended as a representative of the library in the last year?

6 or more 3 or more 1 or more none

8. Do you accompany the director to budget hearings before governing officials and actively work to gain funding from a variety of sources?

YES NO SOMETIMES

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9. Have you visited your local library in the last month?
- YES NO
10. Have you reviewed the library's policy manual to make sure you understand the rationale for service and need for revision?
- YES NO
11. Have you reviewed the library's goals, objectives and long range plan in the past year?
- YES NO
12. When visiting other cities and other states, do you visit the local library?
- YES NO
13. Do you participate in evaluating the library director annually and discussing board expectations?
- YES NO
14. Have you read Massachusetts library laws and reviewed how these laws affect your responsibilities?
- YES NO
15. Are you a current member of any professional library associations?
- YES NO
16. Do you have a library card?
- YES NO

CHAPTER 3 *LEGAL RESPONSIBILITIES*

TRUSTEES AND THE LAW

All public library trustees must recognize and accept their legal position as governing agents of the library. A trustee of a public library is a public officer who occupies the role of a fiduciary with regard to the citizens and taxpayers of the government entity which is served. A fiduciary is a person who holds something in trust for another. The public library is a municipal asset which board members hold in trust for the public. If library trustees violate their trust or fiduciary duty, they may be subject to legal consequences. The duties and responsibilities of trusteeship attach automatically by the affirmative act of the trustee in acceptance of the public office.

Throughout this handbook, specific laws and regulations are cited under many sections. Each area of trustee responsibility requires a wide range of knowledge and experience. Trustees need to be aware of the relevant legal requirements, strive to act within the laws, and seek expert assistance as appropriate.

Chapter 1 of this *Handbook* under the section WHO DOES WHAT? delineates the differing roles of trustees and directors regarding the legal responsibilities for care of the library. Trustees should rely heavily on their director's expertise and knowledge of local, state, and federal laws which affect the library. However, trustees hold a higher responsibility to the public to assure that all policies and practices conform with all legal requirements, whether local, state, or federal.

GENERAL DUTIES OF PUBLIC OFFICERS:

- Obeying federal, state, county and local laws
- Accepting office, including all its powers and obligations
- Diligence in the job
- Choice of subordinates
- Management of property for constituency

MASSACHUSETTS GENERAL LAWS CHAPTER 78

Chapter 78 of the Massachusetts General Laws is the statutory authority for public libraries in Massachusetts. Every public library should possess a copy of this law. Trustees should read through Chapter 78 and become familiar with its provisions and scope of authority. Certain provisions of the law, sections 7 through 13, apply directly to trustees' and librarians' powers and responsibilities.

Section 7 describes the requirements for *public record keeping*. It states: "That part of the records of a public library which reveals the identity and intellectual pursuits of a person using such library shall not be a public record..." It is important for trustees to know what constitutes a public record, to develop a policy for the library which conforms with the law, and to understand and enforce such policy. For more information on public records, contact the Massachusetts Library System or the Massachusetts Board of Library Commissioners.

CHAPTER 3 *LEGAL RESPONSIBILITIES*

Section 10 describes the *process by which trustees are selected*, when no overriding governance structure such as a town or city charter or other special legislation is in place.

Section 11 states "The board shall have the custody and management of the library and reading room and of all property owned by the town relating thereto." This section is the only provision in the law which explicitly states the *trustees' powers and duties*.

Section 33 establishes the statutory requirement for each library to have a *written policy for the selection of library materials* and the use of materials and facilities which is in accordance with standards adopted by the American Library Association (ALA).

OPEN MEETING LAW

See Chapter 2 of this *Handbook* for a discussion of the Open Meeting Law.

TOWN AND CITY CHARTERS and HOME RULE PETITIONS

Some Massachusetts municipalities are governed by special legislation or a charter, components of which may or may not relate directly to the library. It is critical for trustees to know if their municipality has such a charter or has plans to implement one, and if so, how its provisions affect their library. While trustees have traditionally looked to Massachusetts General Laws Chapter 78 to delineate the rights and responsibilities of trustees to exert "custody and management" over public libraries, a local charter may take precedence over Massachusetts General Laws.

If your community is planning a charter change, make sure that at least one trustee becomes familiar with the charter change process, and is informed every step of the way about the proposed changes. A proactive board is a well informed board which serves as a partner in the change process. It is much easier to keep unfortunate changes out of the charter than to try to fix problems after the fact. The following are issues which may not constitute the main thrust of the changes to the charter, but may somehow "sneak" in if trustees don't pay careful attention:

- Who will the director report to? In some towns, the town administrator has the authority to appoint department heads. Make sure that the power of the board of trustees is not eroded; in other words, make sure it is spelled out in the charter that the board of trustees controls the library and appoints the director.
- Will the library be grouped with other town departments for purposes of efficiency? The library could lose its status as a separate department, becoming combined with other departments which do not share common missions.
- Will all human resource functions be centralized? Under whose control? Trustees should help develop a municipal plan for the transfer of employees between departments. Make sure the director has responsibility for hiring, dismissal, and supervision of library personnel.

CHAPTER 3 *LEGAL RESPONSIBILITIES*

- Any charter proposal should contain provisions specifying the duties and powers of the board of trustees. Make sure the board has control of the library's budget, personnel issues, and policy making authority.
- Another issue that might be introduced is the number and kind of trustees. Monitor for proposals for a change in the way trustees are elected or appointed. Who has the authority to appoint trustees? Will there be ex-officio trustees (those appointed by virtue of their office, i.e. selectmen and clergy) who may change the constitution of the library board?

If your municipality is considering a charter or home rule change, it is imperative for your board to be involved and aware of the seriousness of the issues at stake. If charter reform, home rule petition or other effort is underway to revamp municipal power and decision-making, the library should get involved right at the start to advocate for wording which exempts the library from being under the control of another municipal department or officer.

Trustee Tip: Successful boards of trustees know what's happening in their communities and are active players in the local political process. Remember that it is your responsibility as a trustee to advocate for the best possible library services and practices.

INCREASE YOUR CREDIBILITY

Be active and encourage all other trustees to be active by attending meetings, studying, questioning, voting on all issues, monitoring progress and maintaining active committees. Don't condone conflicts of interest on the board. A generally accepted rule of thumb is that a trustee or his/her family may not receive any gain (tangible or intangible) in dealing with the library. Write a letter of protest for the record if you believe conflicts are occurring. It protects you.

The conflict of interest law has particular relevance for trustees. It is explained in the Massachusetts State Ethics Commission's publication *A Practical Guide to the Conflict of Interest Law for Municipal Employees* which is available by calling their office (617) 371-9500 or visiting their web site at mass.gov/ethics. See Chapter 1 of this *Handbook* for a discussion on the code of ethics for trustees and librarians.

Vote against proposed actions if you feel you have insufficient information on which to base an opinion. If you abstain until more information is provided, follow up on the issue and let the record show your position. Be sure that minutes of each meeting are maintained and that your vote is properly recorded.

Publish minutes, reports and financial statements in the local newspapers, etc. Adopt new policies, rules, regulations, and budgets formally, following *Robert's Rules of Order, revised edition* or another agreed upon model. Keep policy and procedure manuals up to date for ready reference. Have rules and regulations available and posted for the public.

CHAPTER 3 *LEGAL RESPONSIBILITIES*

Review fiscal records and controls at regular intervals. Be sure that standard budget forms and annual report forms are prepared; file as required by law.

LIABILITY

There is a certain amount of potential liability involved with being a library trustee. It is advisable to discuss this matter at library board meetings and with municipal officials to make sure that you are adequately insured.

It is important for trustees to have an understanding of the library's liability in case of emergencies and accidental injury. Inquire from the local municipality about liability insurance coverage for directors, trustees, volunteers, and patrons of the library. The Massachusetts Municipal Association (MMA) is an excellent source of information regarding municipal policies and practices. You can contact them at (617) 426-7272 or view their web site at <http://www.mma.org>.

If you have any questions or concerns about the library's liability, **consult your local municipal counsel.**

MASSACHUSETTS LAWS PERTAINING TO LIBRARIES

It is advisable for trustees and library director to acquire a familiarity with local, state and federal laws which may have an impact on library management by consulting with local municipal officials and other authorities.

Although there are many Massachusetts laws which could apply to library management, the following table shows a selective index of library laws which have a broad impact on the board of trustees and which are particularly relevant to the general administration of Massachusetts public libraries. Massachusetts General Laws may be accessed online <http://www.malegislature.gov/Laws/GeneralLaws/Search>

A SELECTIVE LIST OF MASSACHUSETTS LAWS PERTAINING TO LIBRARIES

SUBJECT	CHAPTER	SECTION(S)
Anti-Discrimination Law	151B	1-10

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Anti-Obscenity Law	272	28, 29, 29B, 31
Charitable Corporations	180	1-11C, 26-26B
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Crimes: Destruction or Mutilation of Library Materials Theft of Library Materials	266 266	100 99, 99A
Disturbance of Libraries	272	41
Dog Tax Law	140	147A, 172
Due Process Legislation Written Policy for Selection of Materials Written Employment Contracts	78	33

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Handicapped Access to Public Buildings	22	13A
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Joint Libraries	78	11
Labor Relations: Public Employees	150E	1-15
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Establishment of Free Public Libraries	78	1, 7-9
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WHAT IS POLICY?

Policy making is one of the board's most important functions. The board establishes written policies to govern and guide all phases of library operation. Policy statements must reflect local conditions and needs, and express a true commitment to service and leadership. Some policies may be potentially controversial. Board members should be aware of policy rationale or revisions of policy that could cause public inquiry, in order to respond to questions from the community. Trustees may be called upon to defend or interpret policies to the public or governing officials.

Every trustee should have a copy of the policy manual and be completely familiar with the rationale for each statement. A thorough understanding of all policies is essential in order to knowledgeably adopt new policies or revise existing ones. What is a policy?

- A broadly stated guideline for actions and decisions
- Any governing document which describes a principle or plan
- A general statement for supporting library operations, rules, regulations, and use
- The basis for procedures, but not a detailed course of action
- A statement in accordance with the purpose and legal structure of the library

BENEFITS OF POLICY:

- Supports the overall library plans, goals and objectives
- Guides library director and staff in implementation of board judgments
- Provides direction and consistency in day-to-day service to community and library operation
- Reduces uninformed decision making and crisis responses to problem situations
- Protects the rights and assures fair treatment of all patrons and staff members

Sample policies on several topics are available from the Massachusetts Library System website at <http://www.masslibsystem.org/policy-collection/> or the Massachusetts Board of Library Commissioners.

LIBRARY POLICY MANUAL**ORGANIZATION**

To be effectively implemented, all policies should be recorded, compiled and organized for ready access in a policy manual such as a three ring binder. The contents of a policy manual are probably best categorized and numbered under some form of topical heading for easy reference.

As each new policy or revision is adopted, the policy should be numbered and the date of adoption noted. Trustees wishing to review an established policy can then refer to the appropriate

minutes and reports to learn what alternatives were considered and why the specific policy option was adopted.

Copies of the policy manual should be housed in the library. The director should instruct personnel in the rationale of policies, so that staff members understand the basis for procedures.

WHAT SHOULD YOU DO IF YOUR LIBRARY DOES NOT HAVE A POLICY MANUAL?

Propose at the next board meeting that the library director and a trustee review all of the board minutes and list all policies (with the date of adoption) and categorize them into topical headings. Once a comprehensive listing is compiled, the appropriate committees of the board should review the policies for clarity, completeness and relevancy.

POLICY DEVELOPMENT

Policy development and changes are major decisions affecting established practice and policies. Trustees should allow adequate time for policy consideration and avoid incomplete assessment of possible options. If undocumented recommendations are rubber stamped by the board without due consideration, the trustees will waste time reconsidering prior decisions, acting in crisis situations and rebuilding lost confidence of the staff and community.

While trustees have the legal responsibility and authority to make policy, experience shows that the decision process works best when the library director and other staff are involved in researching options, preparing draft policies and presenting them for board consideration. In medium and large libraries, the staff usually assumes responsibility for submitting policy analysis to the appropriate board committee. In small libraries, trustees may often prepare the analysis of policy options.

POLICY DEVELOPMENT PROCESS INCLUDES:

A statement of the condition or problem, past or present, which requires policy consideration.

A statement telling how any policy will contribute to the accomplishment of the library's goals and objectives.

A statement of all existing policies related to or affected by the policy decision.

A listing of policy options available, with an analysis:

Long and short range effects of enacting the new policy

Potential side effects, positive or negative, of passing each policy

Relevant legal ramifications

Cost in terms of library resources: staff, budget, collection and buildings

A recommendation accompanied by a summary of the corresponding rationale for changes in related policies.

Draft of concisely worded proposed policy.

The policy manual usually begins with general information, including the history of the library, the purpose of the library, a philosophy statement and the goals of the library. Often a community analysis, summary of the library plan and objectives is included, depending on the scope and availability of these reports.

Some policies govern service to the community. Other policies govern the day-to-day management of the library. Below is a list of policy areas and elements generally included in policy statements. Local needs and situations will determine the content and details of the policy manual.

PUBLIC SERVICE POLICIES

Public policies reflect the library services and resources available to the community. Public service policies should be available for publication and broad distribution throughout the community. A general booklet or brochure of policies and regulations should be available in every library.

- Eligibility for use and registration, including non-residents, institutions and governments
- Circulation, loans, renewals, reservations, overdues, lost and damaged materials
- Customer service
- Public access computers, photocopier, fax
- Audio-visual services including loan and use of equipment
- Interlibrary loan and reciprocal borrowing
- Photocopying and copyright
- Reference service: scope, depth and type
- Internet access
- Fees for electronic reference service, computers
- Confidentiality of records
- Complaints and chain of authority
- Requests for reconsideration of library materials
- Programs and special events
- Special collections
- Exhibits, displays and bulletin board restrictions
- Outreach services: homebound, institutionalized, handicapped, bookmobile, deposit collections
- Problem behavior: unattended children, loitering, sleeping, noise levels

USE OF LIBRARY'S MEETING ROOMS POLICIES

- Eligibility of users: who and when
- Fees for use
- Meetings open to the public
- Restrictions for regularly scheduled or frequent users
- Priority of library activities
- Reservations, applications, responsibility of user and library
- Maintenance, refreshments and smoking

COMMUNITY RELATIONS POLICIES

- Public relations authority and responsibility
- Appropriate media
- Scope and emphasis
- Distribution of printed materials
- Participation of staff and trustees
- Solicitation of input from community on library programs and services

FRIENDS OF THE LIBRARY GROUP POLICIES

- Roles and responsibilities
- Staff and trustee participation
- Relationship to trustees, library director and staff

VOLUNTEERS POLICIES

- Roles and responsibilities
- Recruitment and selection
- Duties and any limitations
- Library staff responsibilities
- Recognition and rewards

COOPERATION WITH OTHER LIBRARIES POLICIES

- Need for cooperation
- Types of cooperation
- Affiliation and reciprocal arrangements
- Kinds of libraries, types of groups and agencies

RELATIONSHIP WITH SCHOOLS POLICIES

- Define separate functions and objectives
- Provide statements about materials selection, borrowing privileges and public service policies
- Determine ways of establishing cooperation on local and regional level

MATERIALS POLICIES

As with other areas of library service, policies must be established for the materials collection. A comprehensive materials policy addresses the following:

- Philosophy and goals
- Community analysis and resources
- Responsibility for selection
- Criteria and quality of materials
- Type and formats of materials, such as paperbacks, magazines, large print, electronic formats, newspapers, and videotapes
- Scope and emphasis of the collection
- Duplication of materials
- Age levels and other user group information
- Special collections
- Maintenance of collection, damaged materials, and replacement
- Withdrawal and disposal of materials
- Disaster priorities
- Textbooks and materials related to school curriculum
- Cooperative arrangements, community resources, other arrangements
- Confidentiality of patron records
- Censorship and controversial materials
- Citizen complaints and requests for reconsideration
- *ALA Library Bill of Rights* (see Appendix A)
- *ALA Freedom to Read Statement* (see Appendix B)
- Other ALA statements of policy (ALA positions and policies may be viewed on their website at <http://www.ala.org>)

Massachusetts General Laws, Chapter 78, section 33, requires each library's board of trustees to establish a written policy for the selection of library materials and the use of materials and facilities in accordance with standards adopted by the American Library Association. The law also states that no employee shall be dismissed for the selection of library materials when the selection is made in good faith and in accordance with the approved policy mentioned above.

GIFTS AND SPECIAL MATERIALS POLICIES

- Conditions of acceptance: gifts in kind, restricted gifts, loans, valuation, de-accession
- Disposition of unusable gifts: disbursement priorities
- Acceptance of property, paintings, equipment, money
- Denominational literature
- Historical materials and writings of local authors
- Gifts for memorial purposes
- Recognition of gifts by the library
- Gift administration: acknowledgement, recognition, record keeping
- Fundraising

- Investments: asset allocation, asset management, spending rules
- Contributions: where accepted gifts are directed, e.g., to current operations, to endowment, to a plant fund, to a book fund)

GENERAL MANAGEMENT POLICIES

- Organizational authority and responsibility
- Bids for equipment and services: acquisition, maintenance and replacement
- Budgeting and purchasing
- Payroll and personnel files
- Records management
- Use of library vehicles and equipment
- Inventory and insurance
- Telephone and mail service
- Security and emergencies

FACILITIES POLICIES

- Disaster plan
- Emergencies such as snow days or loss of power
- Insurance and maintenance
- Inventory and use of equipment
- Site selection criteria for branches and bookmobile stops
- Acquisition, ownership
- Bulletin boards and distribution of free materials
- Americans With Disabilities Act (ADA) compliance

TRUSTEES POLICIES

The bylaws of the board of trustees constitute board policy in relation to the manner in which the board should operate as well as the responsibilities of trustees individually and collectively. Specific statements concerning travel expenses, membership and attendance in professional library organizations should also be added to this section of the policy manual.

PERSONNEL POLICIES

Personnel policies must comply with all pertinent state requirements and the federal Equal Employment Opportunity Act of 1972 which prohibits discrimination because of race, color, religion, sex or national origin in any term, condition or privilege of employment. Personnel policies are often based on the guidelines of the local municipality. The main points of personnel policy usually include the following:

- Classification and job description
- Organizational chart of responsibility
- Salary scale
- Hiring and promotions

- Probationary work period
- Performance evaluation
- Benefits available, such as insurance, retirement, and worker's compensation
- Working conditions and hours of work
- Vacation, holidays, sick leave, maternity, paternity, family, military, jury duty, and overtime
- Leaves of absence, with or without pay
- Sexual harassment
- Substance abuse
- Training and continuing education
- Attendance at professional meetings
- Professional affiliations
- Grievance procedures
- Disciplinary actions
- Resignation and termination
- Mandatory retirement
- Use of substitute staff and volunteers

INTELLECTUAL FREEDOM

Collection development and materials policies are guided by the principles of intellectual freedom. These stem from the First Amendment of the Constitution, which affirms a citizen's right to hold individual beliefs and to express them. Freedom of speech and freedom of the press also apply to its counterpart, the right to unrestricted access to the expressions and beliefs of others.

THE ROLE OF THE PUBLIC LIBRARY TRUSTEES

Public libraries play a unique role in the preservation of democracy by providing an open, non-judgmental institution where individuals can pursue their interests and gain an understanding of diverse opinions. Trustees play an essential role in safeguarding the intellectual liberty of the public and they must recognize, understand, and support freedom of access. Who can argue with the lofty ideals of freedom and democracy? The test of a trustee's commitment comes when he/she is called upon to allow and defend the expression of ideas opposed to personal beliefs of right or wrong.

Censorship campaigns have been waged against ideas and works throughout history for many different reasons: politics, sex, religion, science, civil rights, and race. History has often shown that what is censored at one time or by one person may be a classic in another time or for another person. Trustees have an obligation to assure that the public library provides readers with a variety of materials representing a continuum of viewpoints: liberal, conservative and "middle of the road," regardless of special interest pressure groups.

BE PREPARED

The politically astute board and library director should prepare comprehensive collection development and public service policies to guide the selection of materials and defuse potential censorship. Trustees must recognize the right of citizens to question any board actions and be willing to listen and to explain the policies of the library. The board should be open and concerned without accommodating censorship demands.

CHALLENGED MATERIALS: DEALING WITH CONCERNS ABOUT LIBRARY RESOURCES

As with any public service, libraries receive complaints and expressions of concern. One of the librarian's responsibilities is to handle these complaints in a respectful and fair manner. The complaints that librarians often worry about the most are those dealing with library resources or free access policies. The key to successfully handling these complaints is to be sure the library staff and the governing authorities are all knowledgeable about the complaint procedures and their implementation. As normal operating procedure each library should:

Maintain a materials selection policy. It should be in written form and approved by the appropriate governing authority. It should apply to all library materials equally.

Maintain a library service policy. This should cover registration policies, programming and services in the library that involve access issues.

Maintain a clearly defined method for handling complaints. The complaint must be filed in writing and the complainant must be identified before action is taken. A decision should be deferred until the board has had the opportunity to fully consider possible actions. The process should be followed, whether the complaint originates internally or externally. (A sample form is included at the end of this chapter.)

Maintain in-service training. Conduct periodic in-service training to acquaint staff, administration and the trustee board with the materials selection policy, library service policy, and procedures for handling complaints.

Maintain lines of communication with civic, religious, educational and political bodies of the community. Library board and staff participation in local civic organizations and presentations to these organizations should emphasize the library's selection process and intellectual freedom principles.

Maintain a vigorous public information program on behalf of intellectual freedom. Newspapers, radio, and television should be informed of policies governing resource selection and use, and of any special activities pertaining to intellectual freedom.

Maintain familiarity with any local municipal and state legislation pertaining to intellectual freedom and First Amendment rights.

Following these practices will not preclude receiving complaints, but should provide a base from which to operate when concerns are expressed. When a complaint is made, follow one or more of the steps listed below:

1. Listen calmly and courteously to the complaint. Remember the person has a right to express a concern. Use of good communication skills helps many people understand the need for diversity in library collections and the use of library resources. In the event the person is not satisfied, advise the complainant of the library policy and procedures for handling library resource statements of concern. If a person does fill out a form about their concern, make sure a prompt written reply related to the concern is sent.
2. It is essential to notify the administration and the library board of the complaint. Present full, written information giving the nature of the complaint and identifying the source.
3. When appropriate, seek the support of the local media. Freedom to read and freedom of the press go hand in hand.
4. When appropriate, inform local civic organizations of the facts and enlist their support. Meet negative pressure with positive pressure.
5. Assert the principles of the *ALA Library Bill of Rights* as a professional responsibility. Laws governing obscenity, subversive material, and other questionable matter are subject to interpretation by courts. Library materials found to meet the standards set in the materials selection policy should not be removed from public access until after an adversary hearing resulting in a final judicial determination.
6. Contact the ALA Office of Intellectual Freedom and the Massachusetts Library Association's Intellectual Freedom Committee to inform them of the complaint and to enlist their support and the assistance of other agencies.

The principles and procedures discussed above apply to all kinds of resource related complaints or attempts to censor and are supported by groups such as the National Education Association, the American Civil Liberties Union, the National Council of Teachers of English, and the American Library Association. While the practices provide positive means for preparing for and processing complaints, they serve the more general purpose of supporting the *ALA Library Bill of Rights*, particularly Article III which states: "Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment."

SUPPORT AND INFORMATION SOURCES

Sample policies and guidelines for dealing with complaints are available through the Massachusetts Library System, the Massachusetts Board of Library Commissioners, and the American Library Association Office for Intellectual Freedom. These sample policies are posted on the ALA website (<http://www.ala.org>).

STATEMENT OF CONCERN ABOUT LIBRARY RESOURCES

Sample Form

The Board of Trustees of the Anytown Public Library, USA, has delegated the responsibility for selection and evaluation of library resources to the library director and has established reconsideration procedures to address concerns about those resources. If you wish to request reconsideration of library resources, please return the completed form to the Library Director, Anytown Public Library, Anytown, USA.

Name _____ Date _____

Address _____

City _____ State _____ Zip _____ Phone _____

Do _____ you _____ represent: _____ Self _____
Organization _____

1. Resource on which you are commenting:

- ___ Book ___ Textbook ___ Video ___ Display
- ___ Magazine ___ Library Program ___ Audio Recording
- ___ Newspaper ___ Electronic Information/Network (please
specify) _____
- ___ Other (please specify) _____

Title _____

Author/Producer _____

2. What brought this resource to your attention?
3. Have you examined the entire resource?
4. What concerns you about the resource? (use other side or additional pages if necessary)
5. Are there resource(s) you suggest to provide additional information and/or other viewpoints on this topic?

Revised by the American Library Association

Intellectual Freedom Committee

June 27, 1995

ENVISIONING THE FUTURE

If you don't know where you want to go, any road will take you there.

- Traditional Proverb

Library boards continuously guide, shape and build library services for their community as they make judgments on money, buildings, programs and staff. The challenge is to make these decisions based on a carefully considered written plan. The purpose of planning is to anticipate both opportunities and problems. A long range plan is a systematic decision-making process to set goals for future development and plan strategies for reaching these goals. A good planning strategy is to first ask, what kind of community do we have, and where does the library fit in with the overall goals of the community? Comprehensive plans include recognition of the library's present situation, identification of needs, determination of objectives and priorities, and decisions on actions needed to accomplish the library's goals. Successful planning allows a choice of options and avoids the "this-is-the-way-we-do-it" syndrome.

Planning involves answering five basic questions:

1. Where are we now?
2. Where do we want to go based on our community's needs?
3. How do we get there?
4. What timetable will move us most effectively?
5. How can progress be measured?

When the answer to the last question is reached, the plan is complete. Though the process is straightforward, planning requires commitment. It requires time, effort and careful organization to accomplish. Special board committees should be formed and a series of planning meetings scheduled to allow ample time to explore, brainstorm, dream, and study before making final decisions. Make sure to involve representatives from the community in the planning process. Identify the library's stakeholders: who cares deeply for the library and will work for the best possible library services? These stakeholders might include representatives from the Friends group, the library foundation, a municipal official such as a member of the Finance Committee or a Selectman, and a dedicated user of the library. The broader the base of support for, and understanding of the library's long range plan, the more successful the implementation of the plan will be.

BENEFITS OF WRITTEN PLANS

- Helps establish priorities for programs and direct efforts towards tasks leading to the attainment of objectives
- Makes it easier to justify a budget with governing authorities and increases the library's credibility with municipal authorities
- Motivates the staff and board (it can be a banner to follow enthusiastically!)

- Helps to avoid mistakes, oversights and poorly defined responsibilities
- Encourages coordination and accountability
- Gives a clear measure for success
- Assures enough lead time to undertake projects effectively
- Leads to steady growth by encouraging ongoing evaluation
- Allows the library to apply for grants administered by the Board of Library Commissioners.

MBLC REQUIREMENTS FOR LONG RANGE PLANS

(From *MBLC Library Services and Technology Act, Massachusetts Long-Range Plan, 2008-2012*).

For the purposes of applying for any grant which is administered by the Massachusetts Board of Library Commissioners (the exception being State Aid to Public Libraries grants), a library is required to complete a formal, multiyear (3 to 5 years) plan with annual action plan updates. Several planning approaches are available to libraries. While no specific method is required, *Strategic Planning for Results* (Chicago: American Library Association, 2008) offers an updated, relatively simple and comprehensive methodology. These materials as well as consulting services on the subject of long range planning are available through the Massachusetts Library System and the Massachusetts Board of Library Commissioners.

COMPONENTS OF LONG RANGE PLANS

Minimum planning requirements

- A. a mission statement;
- B. an assessment of user needs;
- C. multiyear goals and objectives;
- D. an action plan for at least the first year of the multi-year goals and objectives that includes activities, with specific timeframes and/or other means for measuring progress, for achieving objectives;
- E. a brief description of the planning methodology;
- F. approval of the governing board;
- G. annually, by December 1st of each year, an update of the action plan for the following state fiscal year (July to June).

Mission statement: The mission statement is a concise declaration of the purpose of an organization, specifying the fundamental reason for its existence and identifying its major service roles and the major user groups at which they are directed.

Needs statement: A needs statement is a description of the community and its population, and the needs of the community the library serves. It includes a gathering of information based

on an analysis of the population, results of surveys, and a description of the library's existing services in relation to the community's needs.

Multiyear goals: Goals are broad statements describing desirable end results toward which the library will work over the long term, encompassing a vision of what services should be available. A goal is not measurable and may never be fully reached but will probably not change over a three to five year period. Together with objectives, goals define a course of action for meeting the needs of a community

Multiyear objectives: Objectives are specific, short range statements of results to be achieved to implement a goal. They define how a task will be done, who will do it, and when and under what conditions. Objectives are measurable, include time frames for completion of tasks, and may or may not change over a three to five year period depending upon progress made.

Annual action plan: Action plans outline the steps used to accomplish an objective, including specific tasks that will be done in a given year to achieve that objective. Action plans include specific timelines and/or other measures for determining when the activities will take place and how the objective will be accomplished. By October 1st of each year, the action plan should be reviewed and revised to reflect activities that will take place in the next fiscal year to achieve the long range plan's goals and objectives.

Brief description of plan's methodology: A description of the plan's methodology should include the identification of a specific planning process, such as the *Strategic Planning for Results* process, and any modifications to it. If a library has not used a particular process, include a description of who participated, to what extent, what data was gathered and how, and during what period the plan was developed.

Approval of governing board: As documented by complete signatures of all responsible parties, this approval provides assurance that the library's trustees or other governing unit as appropriate has reviewed the contents of the plan and voted to accept it.

Comprehensive planning components

Since planning is a continuous process based on evaluation and reassessment, a plan is a flexible document seasoned by specific local needs. However, most plans include the following essentials:

- Description of the library's service area and communities
- Summary of the data supporting the needs assessment
- Statement of general goals and specific objectives
- Details of services, programs, personnel, collection and facilities desired
- Identification of priorities
- Timetable for achieving goals and objectives, both short term and long range
- Overall cost projections for implementing the plan, and cost breakdown by objective
- Projections of resources needed to implement the plan
- Assignments and responsibilities for implementing the plan
- Publicity campaign to accompany changes

- Provision for evaluation and reassessment at specific intervals.

TOOLS FOR PLANNING

Boards can create advisory committees, sponsor public meetings, encourage open staff discussions, hire outside consultants and use public relations tools in the planning process. Participation leads to support and understanding of the final plan. The library director and board are partners in planning with the community, not just for the community. Make sure to involve citizens who are not library board or staff members to ensure open and broad based participation.

Keep in mind that there are financial costs associated with the planning process. Massachusetts Library System consultants may also provide information about the planning process. Be sure to keep them informed of library goals and work with them to include library service in the community's plans at every possible point.

The following are tools which may be useful in the planning process:

- *Statistics:* library services, circulation, collection, online database usage
- *Data:* census figures, community analysis, results of surveys or studies made by the library and/or other community agencies and institutions
- *Lists:* library activities and services, ideas and suggestions
- *Your Library People:* staff, community leaders, Friends, Massachusetts Library System staff, Automated Resources Sharing Networks, MLA, and Board of Library Commissioners consultants
- *Non-Library People:* municipalities, schools, regional planning agencies, colleges and universities with information to share
- *Community cooperation:* attend public meetings and listen to the needs; make presentations to organized groups; prepare exhibits and displays in the library and other locations
- *Staff meetings:* input from and communication with the staff assures commitment to a realistic plan
- *Professional consultants* (especially if working toward a building program)
- *Media:* press, radio, television, and Internet - find those willing to help you spread the word
- *Other Libraries' Experience:* neighbors with proven programs
- *Library literature:* newsletters, the professional journals, articles, speeches and bulletins
- *Workshops and conferences:* addressing the responsibilities of trustees and needs of public libraries

TECHNOLOGY PLANNING

All libraries should have a plan for the development and maintenance of technology in their long-range planning.

The Board of Library Commissioners encourages all public libraries to affiliate with an automated resource sharing networks as an online affiliate member at a minimum, and to

contribute local holdings to the network database. When preparing a technology plan the library should contact its automated network for current information on membership options and costs.

The federal E-rate program offers substantial discounts (20%-90%) to public libraries for certain telecommunications and infrastructure costs including basic telephone service, Internet access and internal connections. A technology plan is required to be eligible for this program. The Board of Library Commissioners is designated to approve these plans for public libraries. Board staff can provide up-to-date information on this program and advise libraries on potential benefits.

DISASTER PLANNING

Though not a current requirement of the MBLC's long range plan, every library should develop a disaster preparedness plan. Disaster plans really have four components: participation, integration, phased implementation, and cooperation. Plans also address the issues of preparedness, response, recovery and mitigation. For a disaster plan to be effective and accepted, participation by persons at all administrative levels of the library is crucial, both in the creation and in the implementation of the plan. An effective disaster plan reflects hard choices regarding salvage priorities, final authority in directing the recovery activities and capital expenditures. Broad-based input and discussion will result in a plan that the staff and community will support and implement.

The plan must be integrated into the ongoing operations of a library, just as cataloging, reference and acquisitions are integrated. By incorporating the planning into the day-to-day operation of the library, the staff becomes aware of issues and situations that might prove to be hazardous to the collections, staff and/or building. These issues can then be addressed.

It is important to note that any step taken to protect the collections from a disaster is a valid achievement towards the goal of disaster preparedness. No plan is going to be developed or implemented in its entirety at once. Attempting to do so will only create antagonism and result in people balking at implementing its provisions. A phased implementation of activities, such as conducting a risk assessment, scheduling regular roof inspections, employing preventative maintenance, identifying salvage priorities and shifting collections off the floor or lower shelves, are legitimate steps towards the creation of a disaster preparedness plan. By incorporating the disaster plan into the library's real goals, plans and operations in a phased manner, there is a much greater possibility of its being accepted and implemented.

Finally, working cooperatively with other institutions within your municipality in the development of such a plan increases everyone's knowledge of disaster issues and helps to maintain momentum. This also includes working with the municipal emergency management director to be included in the municipality's Comprehensive Emergency Management Plan (CEMP). That, and staff training, increases the availability of trained personnel for salvage operations should a disaster ever occur. Time and again, stories have surfaced of institutions with disaster preparedness plans surviving better and recovering faster from disasters than those without such plans.

For more information regarding disaster planning, contact the Massachusetts Board of Library Commissioners.

LIBRARY FACILITIES PLANNING

The library's physical plant is key to both a successful and efficient operation of the library and the effective implementation of a library's mission. A building which supports programs and services is of much greater benefit to the community than one which limits these. Both the trustees and the library staff have a responsibility to continually review the adequacy of the facilities. The library facility should be viewed in total. Often in correcting minor problems, major ones are created. Therefore, it is essential that a comprehensive facilities plan for improvements be established and implemented.

If this review indicates inadequacies, the trustees should lead the initiative to have them corrected either by maintenance, remodeling, renovation, additions or new construction. Chapter 12 of this *Handbook* discusses in greater detail new construction and renovation.

CONDUCTING A FACILITIES REVIEW: FACTORS TO CONSIDER

Adequacy of patron service areas, i.e. reference, children's

Physical accessibility for disabled persons

Shelving capacity

Energy efficiency

Adequacy of staff work areas, i.e. cataloging, administration

Ability to meet state, federal and local standards and codes

Maintenance on a regular basis

Adequacy of program space

Ability to handle new technologies

Lighting

Signage

Security

Parking

Reasonableness of location of library for optimal community access

Appropriateness of structure and ability to house modern library services.

Once the review has been completed, the trustees and staff should develop a plan to correct the identified deficiencies. These could range from the preparation of a budget request for painting to the development of a major building program. Many corrections can be made to facilities without implementing a major construction project and can be requested through the normal municipal budget process. It is important for trustees to support and advocate building maintenance so that the facility does not deteriorate, resulting in the need for an even greater municipal appropriation.

What are trustees' responsibilities?

Provide support and assistance to the library director and staff in reviewing the present library facilities and developing a building program plan.

Obtain an appropriation and/or identify sources of funds necessary to support the implementation of written recommendations included in the program plan.

Represent community needs and interests and ensure that they are included in the development of the library facility.

Promote and develop a library facility that adequately supports the library's programs and services.

Commit to an annual review and reevaluation of the building and its facilities.

Materials and consulting services regarding building program plans are available through the Massachusetts Board of Library Commissioners.

SAMPLE BOARD CALENDAR

An invaluable tool for good planning is a comprehensive and regularly updated calendar of significant events. The Director should develop one calendar for the board and another for her/himself in support of the trustees' calendar. Each standing committee and subcommittee should develop its own calendar to keep on track with its assigned duties.

Annual calendar of board meetings, committee activities, and required actions

January	Write annual report for town report Submit budget to Finance Committee
February	Prepare warrant articles for Town Meeting Attend Ways and Means Day at State House in Boston
March	Submit warrant articles for Town Meeting Plan staff appreciation event
April	Town Meeting Thank you ceremony for departing trustees Attend Library Legislative Day at State House in Boston Celebrate staff appreciation event
May	Orientation of new trustees Elect officers and standing committees Meet with trust/endowment officers if applicable Review financial performance and forecast expenditures for next fiscal year Check for compliance with State Aid to Public Libraries minimum requirements for materials expenditures
June	Volunteer Recognition Day Review policies, bylaws, and job descriptions Plan trustee appreciation event
July	Review goals for past fiscal year and set new goals

CHAPTER 5

PLANNING

	Celebrate trustee appreciation event
August	Appoint Director Evaluation subcommittee
	Review and tabulate data from prior year's monthly reports
	Submit ARIS report to MBLC
	Meet with Director to produce draft evaluation
September	Discuss draft evaluation of Director
	Submit long range plan annual update to MBLC
October	Meet with trust/endowment officers if applicable
	Review financial performance and forecast expenditures for remainder of fiscal year
	Finalize evaluation of Director, including contract
	Submit State Aid to Public Libraries application to MBLC
November	Attend MLTA/MFOL conference
	Discuss performance evaluation with Director, including goals
	Celebrate holidays with staff
December	Review budget and prepare budget for next fiscal year.

HIRING A LIBRARY DIRECTOR

One of the most important responsibilities of a board of trustees is to hire the library director. Boards do not become involved in hiring other library personnel. Staff hiring responsibility belongs to the director. Before hiring a new library director, the board should make a realistic appraisal of the state of the library. Identify the professional skills which will be needed to address and correct whatever deficiencies are identified. Trustees should decide what qualifications the library requires in a library director and what the library has to offer the librarian. Offer the best salary possible to secure the services of a qualified person. Consider any added incentives or challenges offered by the job opportunity. Resources to assist trustees with the hiring process are available at the MBLC and the Massachusetts Library System.

Begin with a hard look at the current status of the library. Address some fundamental questions, such as:

What is the role of the library in the community today?

Have library needs changed? Has the library kept pace?

What do we really want or need in the next director?

What is the reason for the job opening? Are you losing someone upward bound or to retirement? Was the previous director dissatisfied? If so, why? An exit interview with the departing director is a useful tool to help answer these questions honestly.

The answers to these questions will influence the development of the job description. The board may want to redefine the job, elevate the position, and revise qualifications and statements of the job responsibilities.

EMPLOYMENT LAW**Affirmative Action**

Libraries must abide by federal and state laws that prohibit discrimination in relation to hiring, promotion and all other working conditions of employment. It is illegal to discriminate on the basis of sex, race, creed, color, religion, age, country of national origin, individual life style and physical handicap. Stated policies should demonstrate that the library board makes every effort not to discriminate. Library boards have responsibility for determining deficiencies in their policies and adopting corrections.

DUE PROCESS FOR THE LIBRARY DIRECTOR

According to the due process legislation co-sponsored by the Massachusetts Library Trustees Association and the Massachusetts Library Association and passed by the General Court in July, 1982, Massachusetts General Laws Chapter 78, section 34, provides for written employment contracts with library directors. The written contract must at least outline the basic conditions of employment, including the establishment of a probationary period. The contract must also establish the procedure for specifying cause for dismissal after the probationary period. Trustees

are encouraged to consult with the appropriate municipal official to identify local and state regulations and procedures governing employment practices. Sample contracts may be obtained from the Massachusetts Library System or the Board of Library Commissioners.

Minimum Educational Qualifications for Library Director

In order to receive state funds under the State Aid to Public Libraries program, minimum general education requirements have been established for the library director based on the population of the community. Library directors in municipalities of under 10,000 population must, upon appointment, possess a Bachelor degree. Library directors in municipalities of 10,000 population and over must, upon appointment, possess a Master of Library Science degree. All library directors must hold (or immediately apply for) a certificate of librarianship issued by the Board of Library Commissioners.

A library may appoint an acting (temporary) director for a period of up to three years. An acting director's qualifications do not have to comply with the educational minimum requirements as set forth in the above paragraph. The library will be eligible to receive State Aid to Public Libraries awards as long as a permanent director with the appropriate credentials is appointed within the three-year period.

These requirements are detailed in Section 4.01(4) of the Code of Massachusetts Regulations (see Appendix C). Questions concerning the requirements, including details of the librarian certification program outlined in 605 CMR 3.00, should be directed to the State Aid and Data Coordination Unit at the Board of Library Commissioners.

When a board appoints a permanent or acting library director, it should notify the Massachusetts Library System and the State Aid and Data Coordination Unit of the MBLC. This effort will provide timely information to update the statewide directory of public libraries as well as assist staff monitoring of compliance with the personnel requirements.

THE JOB DESCRIPTION

When writing or revising the job description for your library director, you may wish to consult the Massachusetts Library System for assistance. Sample job descriptions are available online <http://www.masslibsystem.org/policies/indexjob.html> Components of the job description can be used in advertising the position opening. You may also consider sending a copy of the job description to the candidates who have been selected for interviews.

Issues that should be addressed in the contract and job description include:

- General areas of responsibility
- Specific duties
- Salary and fringe benefits
- Period of probation
- Desirable areas of expertise
- Minimum qualifications and experience
- Physical requirements, if any

Additional information:

- Current description of community
- Description of library's overall program and plan
- Significant trends or changes anticipated.

SEARCHING FOR A NEW DIRECTOR

Selecting a Search Committee

Who should be involved in the search, interviewing process, and selection of final candidates? A committee structure representing the full board is the most effective means of hiring a new director. Other members of the board may have the opportunity to meet the candidates informally and tour the library with them. In addition to trustees, consider others who may serve on the search and interview committee. For example:

- A knowledgeable staff representative
- A municipal official
- A Friends of the Library officer
- A community representative.

Advertising

It is essential to advertise a job opening to as many potential candidates as possible. Conduct a search even if there are staff members eligible for promotion. Qualified staff members should be encouraged to apply and the board should stress that the goal is to select the best person for the job. All applicants should receive consideration and due process in accordance with equal opportunity laws.

A search committee of the board should compose a carefully worded ad for selected publications. Reading ads published by other libraries will serve as a guide for your ad based on the job description for library director. Be sure to specify a deadline for application and request a resume and references. The committee should designate one member to receive applications.

You may choose to advertise in newspapers, and among friends and colleagues to spread the news of an available position. Send announcements to neighboring library systems and throughout the state. Post openings on the MBLC website

http://mblc.state.ma.us/jobs/submit_jobs/index.php and on the Simmons College Graduate School of Library and Information Science jobline <http://simmons.edu/gslis/careers/jobs/jobline/>

INTERVIEWING AND SELECTION

The selection of a competent library director can be the most important single act undertaken by the board of trustees. In the process of selecting and hiring, trustees should be aware of current practices in the profession, competitive salaries, benefits and state requirements under the State Aid to Public Libraries program for the director's education. Knowledgeable consultants at the

Massachusetts Board of Library Commissioners and the Massachusetts Library System can provide you with sound advice. When seeking a director some boards will place more emphasis on imagination and energy, others on administrative experience, still others on education and scholarship. Local conditions such as the library's mission, size, staff and resources, are all factors affecting the selection of the library director.

In advance, your selection committee should:

Adopt a standard format for checking references. Phone calls may produce the most candid evaluations. Develop a form with standard questions which can be used during these phone conversations.

Agree on a standard list of questions to be posed to each candidate. Ask staff for suggestions. Sample questions may be obtained from the Massachusetts Library System. Each candidate is asked to respond to the same questions and this becomes an equal basis for evaluation. A standard list of questions helps assure that the interview proceeds smoothly and that only legal and appropriate information is discussed.

Devise a standard evaluation sheet to be used by the interview committee to note the candidates' responses and members' impressions.

Budget for whatever expenses the board agrees to fund for interviewees. Discuss possible relocation costs. Be sure to inform all invited candidates of the board's policy on these expenses.

INTERVIEW AND SELECTION PROCESS

Promptly acknowledge receipt of all applications, and notify applicants who do not meet established qualifications. Decide on the number of applicants to be interviewed, usually three to five people. Then contact these individuals to schedule the interviews.

Designate one person to conduct the interviews with others assisting. Keep the interview team to a reasonable size, usually no more than three people. Plan the location for the interview, accommodations for the candidate, and a tour of the library and community.

During the interview, allow adequate time for discussion. The interview is a mutual evaluation process. The committee should provide the candidate with a fair, accurate picture of the library, the working conditions and the board's expectations.

Allow time between interviews to complete the evaluation sheets while the members' reactions to candidates are still fresh.

Trustee Tip: Remember that if your library is subject to the Open Meeting Law, at a minimum all final interviews are subject to the requirements of the Open Meeting Law.

AFTER ALL INTERVIEWS ARE COMPLETED

Select the best potential director through discussion and by ranking candidates based on the interview evaluations. The selection of a finalist should be by consensus of the entire committee. Now is *not* the time to hold back negative impressions for fear of sounding overly critical. Your impressions, negative and positive, are important to the process of hiring the right candidate.

Do not overlook the step of checking references, no matter how delightful the candidate appears to be. It is very important to avoid potential problems by checking references thoroughly, especially by telephone. A telephone call using questions that you've written out in advance will help you make an informed decision.

Once the references have been checked and the decision to offer to hire the candidate has been made, telephone the top candidate to offer the position. Give the candidate a reasonable period of time to consider the offer and to make his/her final decision. You should follow up with an informational letter and/or contract which includes details of the appointment: duties, salary, benefits, probationary period, and starting date. Include a second copy for the new director's signature and specify a return date.

Write all other candidates interviewed, thanking them and informing them of your decision **ONLY AFTER** an acceptance has been received. If your first choice declines or is unavailable, the board can quickly contact the second choice.

ORIENTING THE NEW DIRECTOR

ORIENT the new director and assist him/her with relocation. Provide help with school and housing information, and additional information on the library and the community. A subscription to the local newspaper is a valuable tool to acclimate the new library director.

WELCOME the new director. News releases and photographic coverage should be arranged. Personal introductions to staff members, trustees, community representatives and local government officials should be scheduled promptly. An open house or reception hosted by the board is a standard courtesy.

A **PROBATIONARY PERIOD** of three to six months allows time for the board and the director to develop a working relationship and to evaluate library administration. Early in this period some short- and long-term goals and expectations must be mutually agreed upon. Midway through the probationary period an informal review of the director's performance should be conducted. A final evaluation should be developed by the board and discussed concerning the decision to retain or dismiss the director. If performance is in doubt, problems should be documented carefully. Dissatisfaction should be recorded and discussed. The board should never retain a director if a majority of the members are convinced that no improvement is possible. If the board finds itself in this position, they should seek help from an outside impartial consultant. Consulting services are available from the Massachusetts Library System and the Massachusetts Board of Library Commissioners. The board should consider contacting its municipal counsel in cases of possible dismissal of the director.

EVALUATING THE DIRECTOR

Boards of trustees are evaluating their library director all the time. Evaluation is done at least partially by instinct: what the trustees see happening in the building, what they hear from the public and staff, as well as the "feel" and reputation of the library. The evaluation of the director is closely tied to the success of the annual library plan.

A formal, written evaluation is an essential management practice, although a good board member's subjective assessment of the library director is often as accurate. The evaluation of the library director should be the foundation in the evaluation process for the library as a whole.

PURPOSES OF THE PERFORMANCE EVALUATION

- To provide the director with clear understanding of the board's expectations.
- To ensure the director and the board are aware of how well the expectations are being met.
- To serve as a formal vehicle of primary communication between the board and director.
- To identify the board's actual concerns so that appropriate action can be taken.
- To demonstrate sound management practices and accountability to municipal officials and the community.

METHODS OF EVALUATION

To be effective the evaluation method and process must be designed to accommodate your specific local situation. There is no single perfect evaluation system, and the evaluation process should be a continuous activity. There are three basic methods, each with advantages and disadvantages. A combination of the following is generally most effective:

Based on Behavior Traits

This method is perhaps the most limited type of evaluation. These traits can contribute to successful management but the standards of performance and expectations are not usually defined clearly. A numerical rating scale is often used with this type of evaluation. Evaluation based on traits is sometimes used because it is short and simple. The board must remember that the time and energy spent on the evaluation process is the cornerstone of future library service.

Examples of behavior traits are: cooperation, initiative, dependability, creativity, communication, motivation, attention to detail, and decision-making ability.

Based on Job Description

A detailed job description is essential in the hiring of a library director. It is also an excellent place to begin even if the library director has been working for many years. The board should review and revise the job description with the current director. The major areas of responsibility noted in the job description can be expanded in detail to form the criteria for evaluation.

Based on Objectives

This method is also directly related to the job description. The board and the library director develop mutually agreed upon objectives to be accomplished within a specific time frame. Using this method, the evaluation is based objectively on accomplishments rather than on a subjective appraisal of personalities. The objectives are basically a part of the planning process. It is important to clearly define the objectives, actions, responsibility, and time frame, so that the objectives are measurable.

DEVELOPING THE EVALUATION PROCESS

- Board and director jointly develop a list of factors that lend themselves to objective evaluation.
- Board develops a general evaluation method, criteria, rating scale, and form.
- Board and director identify goals, long range plans, and specific areas that need attention. The director prepares a set of objectives with a time line. The board reviews objectives and suggests changes, if appropriate. The board and director negotiate changes in objectives. The objectives are rewritten and confirmed.
- Director handles implementation of actions to meet objectives, including delegation of tasks to staff.
- The director gives a periodic report to the board on progress toward achieving monthly and annual objectives. Periodic feedback from the board to the director.
- Revisions to objectives negotiated between board and director as needed.
- Board conducts an annual formal evaluation review.

EXPECTATIONS AND EVALUATION

Directors are held accountable to many varied and sometimes conflicting constituencies. The board and the director must recognize these groups and acknowledge the relationship with each one:

The general public

Elected officials and the appointed governing officer who supervises other municipal departments

The library staff members who have diverse personal expectations for their director

Public pressure groups who exert pressure on the director to respond to their concerns

Friends of the Library groups

Individual members of the board of trustees who have personal priorities for the library and the director.

Good communication, public relations, a written plan and clear policies will all help the board and director to deal with any conflicting expectations. The evaluation method and process can be designed to include input from all these groups, but the final responsibility rests with the board.

THE EVALUATION

An annual, written, formal evaluation should be conducted. The library board and the director should reach a mutual agreement about the evaluation format and process. **Keep in mind that the provisions of the Open Meeting Law apply to meetings concerning evaluation of the director.**

Ideally, evaluations are positive, developmental processes that include praise and constructive guidance. The board should review the library plan, job descriptions, goals and objectives and the annual report submitted by the director, documenting accomplishments of the library. Other relevant information should be obtained as needed.

The board should develop definitions of their ratings and standards so that they have a common understanding and are able to communicate these to others. The board chairman and at least one other member of the board, usually the personnel committee chairman, should form a committee to gather information from other trustees using an agreed upon evaluation tool. The library director should provide a self-evaluation report which indicates how s/he has met her/his annual goals and objectives. The committee should then meet to formulate a written evaluation and reach a consensus on how the director is to be rated on each item.

Copies of the committee's written evaluation should be sent to each board member with an opportunity for each to respond in writing to the committee. The committee's final, written evaluation should be given to the director by the board chair, and an opportunity should be provided for the director to meet with the committee to discuss any differences.

The formal evaluation of the library director should take place at the next regularly scheduled board meeting. It should be conducted in an objective, businesslike manner with a predetermined agenda, but should not be so austere as to be intimidating. Specific examples should be used to illustrate the evaluation and free discussion should be encouraged. Adequate time should be allowed to thoroughly explore all issues and the meeting should be free of interruptions. There should be a thorough summing-up by the spokesperson of the proceedings. The evaluation should be followed with a planning session to develop the basis for the next review.

FACTORS IN EVALUATING THE DIRECTOR

The following are some factors that could be considered in evaluating the library director. They are not all inclusive. There are in all probability several factors that each of you could add and some factors included that you may consider irrelevant. These factors are a reference point for you to develop the type of evaluation that is best for your institution and your situation.

PREPARING AND MANAGING THE BUDGET

- Is all the necessary staff work completed in a timely manner prior to presentation to the Board?
- Does the budget cover all necessary expenses?
- Are funds allocated or reserved for unanticipated contingencies?
- Are the funds effectively allocated?
- Are mid-course corrections minimized?

MANAGING THE STAFF

- Are positive management/staff relations maintained?
- Are fair and equitable policies proposed for board adoption and then fairly administered?
- Are there grievances filed? If so, are they justified?

PROFESSIONAL AWARENESS

- Are innovative methods of service delivery and technical processes, for example, studied thoroughly?
- Are innovations implemented only after they fit the needs of the institution and are proven to be cost effective?
- Does the director maintain an adequate knowledge of current library science practices?
- Is the staff encouraged to maintain an awareness of technological advances in the profession?
- Conversely, how prone is the director to adopting change for change's sake?

COLLECTION DEVELOPMENT

- Are there up to date selection and weeding policies?
- Are selection and weeding policies systematically implemented?
- How adequate is the library's program of determining user needs/wants and translating these into acquisitions and services?
- Have adequate selection criteria been established to enable the library to react systematically to changes in the budget?
- How current is the collection? Does it reflect present community needs and interests?

IMPLEMENTATION OF BOARD DECISIONS

- Are board decisions implemented on a timely basis? Are hard decisions made and implemented or are they deferred or ignored?
- Does the director display adequate initiative or rather merely react to crises?
- Is the director objective in making the necessary decisions or do personal prejudices intrude too often?
- Is the director consistent in decisions that affect the staff and/or public?
- Once a decision has been made does the director fully and enthusiastically back board decisions (to what extent?) or are they sometimes presented to staff in an apologetic or deprecatory manner?

CHAPTER 6

PERSONNEL

- Does the director set an example for the staff through professional conduct, high principles, and a business-like approach?

USE OF THE LIBRARY

- How effectively are the services of the library communicated to the public?
- Is a proper and realistic balance established between promotion of services and budget constraints?
- Are circulation trends and in-house use adequately analyzed and are there appropriate reactions to the results of such analyses?
- How adequate is information on new services that are communicated to the public?

DEVELOPMENT OF STAFF

- Are potential managers identified, encouraged to develop and assisted in their development of career goals?
- Are internal candidates for promotion competitive with outside candidates for management positions?
- Does the director adequately justify the need for staff development funds, actively campaign for such funds, and adequately account for the use of such funds?
- How well is cross-training utilized to provide adequate service to the public?

UTILIZATION OF STAFF

- Is all staff aware of the separation of professional and clerical tasks and responsibilities?
- Have peak service hours been identified and staff deployed accordingly?
- Are functions analyzed periodically with the objective of combining, eliminating and/or creating new positions?

COMMUNITY DEVELOPMENT

- How active is the director in the community?
- Is the incumbent "visible" to large segments of the population?
- Is the director available for speaking engagements in the community?

ACTIVITY IN PROFESSIONAL ORGANIZATIONS

- Is the library represented and does the director actively participate in the Massachusetts Library Association, the Massachusetts Library Trustee Association and the American Library Association?
- Does the director hold office in professional organizations?
- Have the director and staff published reviews and articles in professional newsletters or journals?

POLICY RECOMMENDATIONS TO BOARD

- Is adequate staff work completed prior to presentation to the board?

CHAPTER 6

PERSONNEL

- Are reasonable alternatives recommended?
- Are policy recommendations generally proactive rather than reactive?
- Are policy recommendations usually necessary and appropriate to the efficient operation of the library?
- Are trustees kept informed of new developments and important news reported in library correspondence and literature to provide them with the necessary background to make informed policy decisions?

FRIENDS OF THE LIBRARY

- Has the director actively promoted the formation and/or maintenance of a Friends group?
- Do the director and staff provide adequate support to the Friends organization?
- Has the director delineated and/or helped define the role of the Friends group?
- Has the Friends group had adequate explanation of its role in relationship to the role of the board?

MAINTENANCE AND CONSTRUCTION OF PHYSICAL PLANTS

- Within the imposed budgetary constraints are the buildings and grounds adequately maintained?
- Does the director have an ongoing program that provides adequate information on the need for new and/or remodeled facilities?
- Are new and/or remodeled facilities functionally appropriate and aesthetically pleasing?
- Are new and/or remodeled facilities constructed within budget allocations?

ESTABLISHING PRIORITIES

- Are the director's recommended priorities in concert with the library's plan as defined by the board?
- Do these priorities appropriately reflect community needs?
- Do priorities reflect advanced planning or reactions to crises?
- To what degree do the director's accomplishments reflect and relate to the short and long range plans?
- Are the plans updated on a continuous basis to reflect changing circumstances?
- Does the director provide adequate information to the board on the implementation and revision of short and long term planning?

STAFF SELECTION

- Is staff selection accomplished at appropriate supervisory levels and with adequate use of staff resources?
- Is adequate emphasis placed on Equal Opportunity Employer/Affirmative Action?
- Is the selection process designed to insure the selection of the best person for the job?

REMOVAL OF A LIBRARY DIRECTOR

Adapted from *The Library Trustee: A Practical Guidebook*, 5th edition, by Virginia G. Young. ALA, 1995.

Natural differences of opinion arise in every human relationship, and those which occur between library boards and librarians can usually be solved by a moderate and understanding approach on both sides. It sometimes happens, however, that differences of opinion go beyond disagreement into dissension, and the working relationship is so severely ruptured that its continuation is not possible.

If the difficulty cannot be resolved by private conference with the librarian, usually undertaken by the chairperson at the request of the board, decisive official action must be taken by a full meeting of the board. It is only just to all concerned that the cause of disagreement and resulting board action be clearly stated. Remember to use the options outlined in the Open Meeting Law.

Sometimes it is felt that a librarian has demonstrated deficiencies in filling the post and that a more adequate replacement should be sought. Again, a private conference communicating the board's decision with courtesy and candor is recommended. Termination of an unsatisfactory connection need not embarrass the librarian's professional future elsewhere.

When dissatisfaction is felt by either side regarding policies, program, or administration of the library, it has been found that impartial consultant service is useful. Analysis of weaknesses and recommendations for strengthening the program can solve an unsettled situation in a constructive fashion. Trustees and directors can contact the Massachusetts Library System and/or the Massachusetts Board of Library Commissioners for consulting services.

It should be constantly kept in mind that the board's first responsibility is toward the public, to provide adequate and satisfactory library service, and this obligation takes precedence over personalities, prejudices, and partisanship.

THE TRUSTEE AND STAFF RELATIONS

Library trustees and directors must recognize that sensitive situations can exist, and insist on utilizing proper channels of communication and authority. The board, director, and staff should strive toward a working relationship which produces a team effort. This is best accomplished by accepting certain general principles:

- The staff is supervised only by the library director, who interprets policies to the staff and carries out the total library program as accepted by the board.
- Trustees should not give orders or instruction to the staff except through the director.
- Trustees should go directly to the library director in case of any commentary on the performance of staff.
- Trustees should not interfere in the hiring process other than to agree to job descriptions and personnel policies.
- The board is a final recourse for employees who have exhausted normal appeals channels.

- Trustees must not be insulated from the staff, and should know the positions and programs. The library director should provide opportunities for trustees to be acquainted with the staff.
- The library director and the board should insist on proper channels for complaints.

Library policies should include a provision for adequate reporting from the library director on human management problems and concerns. Trustees should be kept up to date on personnel issues such as staff hours, salaries, and benefits. A human resources manual, maintained and updated by the library director, should be available to trustees upon request.

LEGAL RIGHTS OF EMPLOYEES TO ORGANIZE AND BARGAIN COLLECTIVELY

It is the responsibility of the public library trustee to become informed of the legal rights of employees to organize and bargain collectively. The Massachusetts Public Employees Collective Bargaining Law (Massachusetts General Laws Chapter 150E) guarantees this right and is administered by the Massachusetts Department of Labor Relations.

Every library board should familiarize itself with the requirements of the Massachusetts Public Employees Collective Bargaining Law, whether its employees are unionized or not. If your employees are unionized, you must become aware of your duties and responsibilities under the law. If your employees are not unionized, the law may help you to understand what every employee has a right to expect. Get together with a neighboring library board or municipality to engage the services of a labor relations expert who can conduct a workshop to inform you of your duties and responsibilities under the law.

For more information regarding Massachusetts Public Employees Collective Bargaining Law, contact the Massachusetts Department of Labor Relations at (617) 626-7132 for the Boston office and (413) 784-1230 for the Springfield office. General information on workers' rights is available through the Massachusetts Office of the Attorney General, and can be viewed on their website <http://www.mass.gov/ago/>

You may also wish to visit the Massachusetts Labor and Workforce Development Website <http://www.mass.gov/lwd/labor-relations/>

FISCAL RESPONSIBILITIES OF TRUSTEES

When dealing with public funds, financial accountability is imperative. Public library trustees are responsible for the securing and supervision of library finances. Neither the trustees nor library director can be expected to be lawyers or accountants, but they should be knowledgeable enough to be sure requirements are fully met. Responsibilities include:

- Knowledge of the library's financial base and local, state, and federal allocating authorities for library funds
- Knowledge of supplementary sources of revenue
- Understanding the financial needs of the library's operation

- Obtaining funds needed for maintenance, growth, and expansion
- Understanding the basics of legal requirements and reporting requirements for library funding
- Ability to manage trusts and endowment funds when appropriate.

The Massachusetts Board of Library Commissioners and the Massachusetts Library System can provide guidance on regulations and practices affecting library finances. Additional assistance may be provided by state and national professional associations.

CHAPTER 7

BUDGETING & FINANCIAL MANAGEMENT

BUDGET PREPARATION

Generally, the library director is responsible for the preparation of the budget request. The board of trustees is responsible for final approval and adoption of the proposed budget. The budget is the financial expression of the library's objectives, and as such, should mirror the priorities of the library community. As with other areas of library planning and policy making, the budget preparation is a cooperative process involving trustees, library director, library staff and municipal officials.

Budgeting is a continuous process. The library director and trustee finance committee should evaluate the budget and expenditures throughout the year. Is the budget on target for meeting expenditures? Are revenue sources providing income as expected? With the variety of local, state, and federal funding sources, differing fiscal deadlines, and the need to educate decision makers about these varying factors, it is always budget time.

There are two kinds of budgets: **line item budgets** and **program budgets**. A line item budget shows a different account number for each type of overall expenditure. Expenditure categories typically include:

Personnel: salaries and benefits

Library materials: materials that the patrons can use or borrow, such as books and videos

Operations: maintenance of the building, utilities, continuing education, and supplies.

A program budget assigns a budgetary value to each major program category such as reference services, children's programs, or literacy outreach. The budget for each program item captures all the line item expenses that go into providing that particular service.

The library should develop both line item and program budgets, and integrate them into one document. Responsible resource management is made easier with this double entry system.

Role of the library director and trustee finance committee:

- Develop budget calendar with key dates for completion, definition of tasks and assignment of responsibility (3 to 6 months before fiscal year begins)
- Review the library's long range plans
- Evaluate the prior year's actual line or program costs
- Conduct preliminary discussions with trustees, key library staff, and municipal officials regarding anticipated expenditures
- Make preliminary decisions about library priorities based on the library plan. Project anticipated library revenues.

CHAPTER 7

BUDGETING & FINANCIAL MANAGEMENT

Role of the library director and staff:

- Develop a draft budget, including program and/or line item analysis defining services, anticipated revenues and expenditures.

Role of the trustee finance committee:

- Analyze the budget draft
- Present budget draft to full board. The finance committee studies, scrutinizes, and proposes amendments if necessary. The full board adopts final budget.

PRESENTING THE BUDGET

A budget presentation is actually a **POLITICAL NEGOTIATION** with town or city officials to determine the exact scope of programs and services to be offered. Trustees must be thoroughly prepared to participate in presenting the budget: to explain, to justify and to negotiate. The library must be seen as a basic community and information agency, not just an intellectual or recreational frill. Trustees are the front-line defenders of the public's right to know and thus should actively seek support for adequate library funding.

Don't wait until budget time to let the municipal officials know how funds are used and what you need! Throughout the year point out the successes, the services, and community response. Remember, testimonials and relevant statistics are usually much more persuasive than demands.

- Invite officials to special programs, receptions and library activities.
- Offer library reference service and assistance to local government officials and departments.
- Send officials copies of letters of appreciation, awards, staff accomplishments and special new articles.
- Use Friends and community supporters to promote the library budget.

PUBLICIZING THE BUDGET

- Tell the community what the current funding level will accomplish. Inform the community about the value received from library funding.
- Let the public know how budget cuts may have affected your program.
- Use publicity before and after the budget process: brochures, newsletters, newspapers, and community meetings. Post information on your library's web page.

CHAPTER 7

BUDGETING & FINANCIAL MANAGEMENT

BUDGET IMPLEMENTATION

The trustees have the job of setting priorities and securing funds; the director and staff have the responsibility to implement the funded programs to meet the needs of the community. Following are best practices of budget implementation:

- The tasks, authority and duties for library spending must be clearly delegated to the bookkeeper, director or other staff.
- Trustees may be asked to contribute specific expertise in fiscal management, but their major role is planning, budgeting and securing funds.
- Personnel and procedures for handling library funds may vary in local library systems depending on the size of the library budget and staff. Specific procedures and responsibilities should be outlined in the local policy and procedure manuals so that all trustees and staff understand the lines of authority. Trustees should delegate the handling of day-to-day financial operations of the library to the director.
- Trustees fulfill their fiscal responsibilities by maintaining a knowledge of budget implementation and adherence to budget plans and policies.

The library director is responsible for keeping the trustees informed of budget implementation. Periodic and annual reports should be prepared for the board, the public, and various funding sources which may require their own reporting forms. Trustees should:

REVIEW monthly financial reports:

Current expenditures

Year-to-date figures

Total budget

Balance of budget

Budget to Actual/Actual to Previous Period

Explanation of major changes

MONITOR fiscal operations of the library to assure:

Financial records are complete and accurate

Resources are managed in an economical and efficient manner

System of internal controls exists to safeguard the assets

CHAPTER 7

BUDGETING & FINANCIAL MANAGEMENT

Accuracy of accounting

SOURCES OF LIBRARY FUNDING

Where does the money come from? Trustees need to know the sources of funding that support their library in order to fully participate in the planning and the program of service, and to knowledgeably approve the budget. Trustees are also charged with the responsibility of actively seeking increased funding to assure growth and development of needed library services.

Public libraries in Massachusetts are funded primarily by various mixtures of local, state, and federal monies. Massachusetts public libraries receive the majority of their funding from local tax support, while state and federal income provides much needed supplemental funding. Many libraries also rely on funding from private sources. Some libraries enjoy substantial endowment income.

LOCAL MUNICIPAL SUPPORT

Local levels and sources of funding vary with each community. The most consistent local funding source is the property tax. It is the board's responsibility to identify and actively pursue funding sources, and to present a budget request to the funding body. Each trustee should feel personally responsible for obtaining the best possible municipal appropriation for the best library services. Other municipal sources of income may include dog tax funds, revolving fund accounts, and special appropriations.

OTHER SOURCES OF LOCAL FUNDING

When municipal support does not provide sufficient funds to maintain quality library services, it is the responsibility of the trustees to secure a broader financial base for the library. Many libraries have been creative in augmenting funds through the following means:

- Gifts and memorials
- Endowments based on legacies
- Friends of libraries projects
- Grants and foundation support for specific programs
- Regular donations from service clubs, civic organizations and individuals
- Enterprise activities (café, restaurant, bookshop, gift shop, copy center)

GIFTS, DONATIONS, AND ENDOWMENT FUNDS

Even in a well funded library there are enrichment activities which can be developed with added support. An active fundraising plan by trustees is important. Don't wait for money to come to you! An organized, well-publicized campaign to solicit funds should be developed. Set a goal and let potential contributors know why the library needs funds. Tell donors what the funds will enable the library to accomplish. Donated funds should be directed to either a 501 c(3) library support organization, such as your Friends group, or to the municipality under such restrictive

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language as meets the library's needs. Otherwise, if left to the municipality, these funds may be absorbed into the municipality's general fund.

Please refer to Chapter 8 of this *Handbook* for a more thorough discussion of fundraising.

GRANTS

Grantmanship is both an art and a skill. Staff and trustees should be alert to workshops and classes designed to provide training in this area. Public libraries can obtain limited support for innovative library programs from the Massachusetts Foundation for the Humanities and the National Endowment for the Humanities. Additional funding for the visual and performing arts is available from the Massachusetts Cultural Council and the National Endowment for the Arts.

Locally based corporations and foundations are also good sources of additional funds. Information on grant funding programs can be obtained from various foundation directories and periodicals available through the library and through sources over the Internet.

The Foundation Center is a major national source of information on philanthropic funding. The Center's publications and nationwide network of reference collections may help you identify foundation programs which correspond with your needs. You may access the Foundation Center through their web site at foundationcenter.org. There are several libraries in Massachusetts which maintain cooperating collections with the Foundation Center, you will find the listing on their website.

STATE AID TO PUBLIC LIBRARIES

The most consistent source of state funds for public libraries is [State Aid to Public Libraries](#), listed as an offset item on the Cherry Sheets. Each year the Division of Local Services issues Cherry Sheet (named for the cherry-colored paper on which it was originally printed) estimates of payments which a community may expect from the Commonwealth during the following fiscal year. These estimates are published in the spring on the Division of Local Services website at: <http://www.mass.gov/dor/local-officials/municipal-data-and-financial-management/cherry-sheets/>

The Board of Library Commissioners administers the voluntary, annual State Aid to Public Libraries program. Each year the Board awards municipalities whose public libraries meet statutory and regulatory requirements [MGL chapter 78, sections 19A](#) , & [19B](#), [605 CMR 4.00](#) . The three awards are:

- Library Incentive Grant, based on the population of the municipality.
- Municipal Equalization Grant, based on a variation of the Lottery formula.
- Nonresident Circulation Offset, based on the non-resident loans reported by public libraries.

Each year the state's budget language states that "any payment made under this item shall be deposited with the treasurer of the city or town and held in a separate account and shall be

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expended by the public library of that city or town without appropriation, notwithstanding any general or special law to the contrary.” (http://mblc.state.ma.us/grants/state_aid/laws.php).

Per statute [MGL, c. 78, s.19A](#), in order to be certified for State Aid to Public Libraries awards, a municipality must maintain a minimum level of funding for its library services. This local funding requirement is called the [Municipal Appropriation Requirement](#) (MAR). The Municipal Appropriation Requirement requires that a municipality must appropriate an amount for operating the library that is at least equal to the average of the prior three fiscal years’ appropriations, plus 2 ½ %. Compliance with the Municipal Appropriation Requirement is based on the municipality’s appropriation to the library(s) for the year of application to the State Aid program.

In addition to the Municipal Appropriation Requirement, a library must have complied, during the prior fiscal year, with statutory requirements [MGL, s.78, c.19B](#) that are further defined in regulation [605 CMR 4.00](#) They are:

- 1) Be open to all residents in the commonwealth.
- 2) Make no charge for normal library services.
- 3) Be kept open a minimum number of hours per week ([based on population size of the municipality](#)).
- 4) Employ trained library personnel (based on population size of the municipality). [Under 10,000](#) requires a bachelor’s degree plus completion of four courses in Basic Library Techniques and [over 10,000](#) requires an ALA accredited MLS degree.
- 5) Expend a reasonable portion of the library’s total budget on library materials ([based on population size of the municipality](#)).
- 6) Lend books to other certified libraries in the commonwealth and extend privileges to holders of cards issued by other certified public libraries in the commonwealth on a reciprocal basis.
- 7) Submit an annual report, (Annual Report Information Survey, ARIS).

Applications are made annually to the MBLC. The application consists of the online submission of data in the Annual Report Information Survey (ARIS), due in August; the online Financial Report, due in October; and the print [State Aid to Public Libraries Compliance Form](#), due in October.

In addition to the above requirements for the municipality and its public library, each library director must apply for and receive [state certification of librarianship](#): either a certificate of professional librarianship or a certificate of sub professional librarianship, depending upon the population of the municipality.

Trustees should be familiar with the laws and regulations which pertain to the minimum standards for certification for State Aid to Public Libraries. **In order to qualify for *all other grants (Federal LSTA, Public Library Construction and any other State grants) that are administered by the Board of Library Commissioners, a library must be certified to receive State Aid to Public Libraries.*** Therefore, it is of great importance that all trustees understand the basic requirements of the program. For specific questions regarding the State Aid program,

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contact the Data, Technology, Construction and State Aid unit of the MBLC. Current regulations and policies can be viewed on the MBLC website <http://mblc.state.ma.us/>

FEDERAL FUNDS

Federal funds come primarily from the **Library Services and Technology Act (LSTA)**, administered by the U.S. Institute of Museum and Library Services. In Massachusetts, the Board of Library Commissioners is the administrative agency which plans programs and grants for the distribution of these funds. Grants can be awarded to qualifying libraries of all types (including public, school, academic, and special libraries). In order to qualify for LSTA grants, a library must have a long range plan on file with the Board of Library Commissioners, and must submit annual updates.

OTHER FEDERAL PROGRAMS

There are many federal programs under which public libraries may qualify to receive funds. These change as new legislation is enacted. Comprehensive information on all federal grant programs is provided at the *Catalog of Federal Domestic Assistance* website, <https://www.cfda.gov/>. The catalog and a user manual may be downloaded from the website.

AUDITS

Every library should undergo an annual audit to assure that financial matters are being handled responsibly. Trustees should contact their local municipal treasurer to ask for advice and assistance in determining best practices for the audit.

Most public libraries in Massachusetts are funded primarily through municipal appropriations. This source of funding usually covers essential service costs such as personnel, purchase of library materials, and maintenance of the library property. The majority of public libraries also derive income from trusts and endowments, capital campaigns to fund specific major projects, and donations from private citizens and corporations. Many libraries are fortunate to have Friends of the Library groups which help with funding to enhance library services. Some libraries have an established foundation which conducts major fund raising on behalf of the library.

There are many organizations which can provide supplemental funding sources to the library. The common element among these various organizations is the desire to assist the library board in its duty to provide adequate funding for the library, and the willingness to put in a great deal of effort in realizing their goals. Fundraising is a time consuming and never ending responsibility, but the rewards are great and often quite visible. A new library building, an expanded and improved children's collection, a renovated public meeting room, or a new wing to the library are all examples of projects in which the community can take great pride.

ESTABLISHING A PUBLIC TRUST OR FOUNDATION

A number of methods exist to manage funds for the exclusive benefit of the library. The way your library handles funds may be as simple as a passbook savings account or as complicated as a large endowment. Whatever the method used, good management of funds is an essential requirement.

When library trustee boards choose to move toward establishing a new financial vehicle, they first must choose the legal entity that would serve their library most simply and efficiently. The board should carefully outline their purpose and goals, and then apply the financial vehicle which best fulfills these goals. Boards should work with their municipal counsel and municipal treasurer for assistance with legal and financial issues. Consider contacting the local district attorney's office for specific advice about forming a tax exempt nonprofit corporation, if the decision is made to form a new corporation.

The board should enlist the aid of a qualified financial counselor (for example, a local community foundation, an attorney specializing in financial management, or a local banker) to explain the most profitable investment plans for the money available, within the restrictions placed on investment of public funds. Contact your municipal treasurer to become fully informed about any such restrictions. Careful management of the funds is important not only for the best return on investments, but also for maintaining the public's confidence in the trust.

A foundation may be organized as a nonprofit corporation which exists as a separate legal entity from the library. Its primary functions are to raise and manage major funds for the library. A foundation has a separate board of directors, some of whose members may come from the library board. Control of funds rests with the foundation's board of directors.

Why establish a public library foundation?

1. A foundation can provide the library with an **independent financial resource**, one whose entire reason for being is to support the public library. No matter how generous a municipality might be with its appropriation to the library, such appropriation is almost never enough to fund more than basic services. Foundation monies can be used to fund enhancements to library services.
2. We are currently in an era of relative prosperity for public libraries. A foundation can provide an important source of funds to **help protect against possible reductions in service when times are tough**.
3. Foundations provide the residents of a municipality with a clear cut way of **channeling tax exempt donations to the library for library use**, with no fear that these funds might somehow be reallocated for another purpose.
4. Foundation boards control their own investment of donated funds. This control offers the possibility of more aggressive investment practices, and thus **greater potential returns for the library**, than a municipality is allowed under Massachusetts law.
5. Foundations can serve as a **highly visible public relations** tool for the library. Working in conjunction with a Friends of the Library group, a foundation may focus on bringing in large donations while the Friends present programs of interest to the community.
6. The permanent tenure of a foundation may engender trust in the organization and **encourage planned giving**. Alternative vehicles for giving, including bequests, real estate, and gifts of stock may be more fully realized when the financial expertise of a foundation's board is made known to the community.

SELECTED FUND RAISING TERMS

Annual Fund Drive

Raising of funds on a yearly basis through such activities as telephone solicitation, direct mail, special events and/or selling donated items, for the purpose of augmenting operating costs.

Beneficiary

One who receives income from a trust; also one who benefits from the actions of another, such as being named a beneficiary in a will or life insurance policy.

Bequest

A gift made through a will of personal and/or real property (such as cash, land, securities or other assets of value).

Bequest Form

Suggested language to be considered by attorneys in drafting a will clause creating a legacy.

Capital Campaign/Fund Drive

A fundraising program to support capital projects such as technology, library renovations/additions or new buildings.

Deferred Giving Program

An organized effort to encourage long term commitments through such deferred gifts as trusts, bequests, life insurance, etc.

Donor Financial Planning

The effort to improve results in obtaining philanthropic support from individuals by presenting programs and proposals based on sound estate planning principles.

Endowment Campaign

A campaign to obtain funds specifically to establish or supplement an institution's endowment fund.

Endowment Fund

A permanent fund which has been established to produce income (restricted or unrestricted) to supplement a charitable institution's budget.

Estate

The total assets of a deceased person.

Foundation

The purpose of a library foundation is to receive money, particularly large sums, charitable trusts and bequests. The money is invested and the proceeds go to the library each year.

Legacy

A gift of personal property by will.

Philanthropy

The philosophy and practice of supporting charitable institutions through financial or other contributions.

Planned Giving

The application of sound financial and estate planning concepts to one's plans for lifetime and testamentary giving.

Spending Policy

The percentage of endowment assets which will be spent in each annual period.

Trust

A set of instructions left to a trustee with management authority over the trust property (also called the principal or capital) which is to be managed for the benefit of a named beneficiary.

Will

A document which becomes effective at death and which outlines a person's wishes as to the disposition of his/her property.

DONORS

Why do people give money to a cause such as the public library? Perhaps they give because they have respect for an institution they value, trust that their money will be well spent, or a wish to act for the common good of their community. In exchange for this trust, donors deserve to be treated with the utmost regard. The American Association of Fund Raising Counsel has developed the following statement about donors' rights:

Donor Bill of Rights

1. *To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*
2. *To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.*
3. *To have access to the organization's most recent financial statements.*
4. *To be assured their gifts will be used for the purposes for which they were given.*
5. *To receive appropriate acknowledgment and recognition.*
6. *To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.*
7. *To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*
8. *To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.*
9. *To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*

10. *To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

What do potential major donors look for in the library to which they are considering giving?

- Evidence of good management
- Evidence of reasonable planning
- Evidence of prior support
- A persuasive presentation by credible volunteers
- A knowledgeable and articulate library director
- Absence of pressure
- A contribution by every board member
- An invitation to share in providing benefits to the community.

FRIENDS OF LIBRARIES

Friends of Libraries organizations exist primarily to assist the library in its fund raising and advocacy efforts. This advice regarding fund raising is adapted from the Association of Library Trustees, Friends and Foundations (ALTAFF).

- Project confidence in the fund raising organization by having community leaders head the campaign. This encourages donors to give with the knowledge that their gift will be used wisely and effectively. Remember: leadership is the key!
- There is always competition with other worthy projects. Present your case with facts, benefits, and reasons for giving.
- Personal contacts - eye to eye - have never been challenged as the best way to approach prospective donors.
- Canvas your population. Address any audience that will sit still...women's clubs, veterans' organizations, civic clubs, church and synagogue groups, and PTA's.
- Advise prospects about what will be done with their gift. Maximize what your organization does with donations. Be frank about, but do not emphasize, your expenses in support of the project.
- Leadership gifts are important. Go after the biggest donors first. And remember to do your homework, so that you send the right person at the right time to the right prospect for the right amount.
- Accept cash, checks or pledges. Ninety percent of the people who make pledges honor them. In-kind gifts are appropriate, as are memorials and endowments (obtain the library's policy regarding in-kind gifts, and make sure the donor understands the policy).
- **DON'T FORGET TO SAY THANK YOU TO BOTH WORKERS AND DONORS!**

CAPITAL CAMPAIGNS

The following advice on forming a capital campaign Steering Committee is adapted from the successful experience of a local public library:

- Make sure trustees are fully involved - it is their job to provide the best library possible for the public to use. Trustees should each pledge a monetary donation to the project before they ask anyone else to pledge, as donors will want to know if the trustees have personally donated.
- People give money to people. Outside fundraisers should not be used to do your work for you. If you hire a professional fund raiser, use that person to advise you and help with your plan.
- Get your community leaders involved early and often. Ask for their advice and take it (many local, state and federal elected officials, business leaders, clergy, leaders in other non-profit groups have had successful fund raising experiences.) The library director with the help of the trustees should give tours of the library to explain in person the problems, proposed solutions, and the fund raising goals to supports those solutions.
- Follow up with thank you's and requests to serve on a committee of the Steering Committee. Form your committees, with library trustees serving as chairs if possible. Some of the essential committees will be major gifts, special events, and public relations.

FUNDRAISING COMMITTEE RESPONSIBILITIES

The Board has decided how much money the library must raise to support the new project. A steering committee composed of representatives from the library and the outer community has been appointed. Subcommittees, chaired by library trustees, have been formed to implement the capital campaign. What steps come next? Who takes responsibility, and for what?

Major Gifts Committee

This is where most of the money will come from. Members of this committee should each have given major gifts themselves, as no one should ask others for money unless they themselves have given personally. Major Gifts Committee responsibilities:

- Set goals for amount to be raised from individuals, corporations, foundations, and municipal funds.
- Identify potential major contributors by conducting a feasibility study.
- Secure the largest gifts first - nothing succeeds like success - this could take six months or more.
- Contact potential major donors in person. Letters and phone calls should be used to set up appointments only, unless the person lives out of state.
- Major donors may want to be involved in decisions such as project design and fund raising strategies: this desire should be accommodated as much as possible.

- Don't forget to contact people who live out of state or out of the country if they have strong ties to the community or the library.
- Rehearse and plan carefully before doing a major gift presentation. The more money you are asking for, the more you should plan the presentation.
- Use terminology carefully. You should ask the potential donor to "consider" a gift in a certain amount or range. Many people are offended if they are asked to "give," but few are offended when asked to "consider giving." Make sure you are not asking for too small a gift: underestimating a person's ability to give may cause offense.
- Don't forget to ask major donors how (or if) they want to be publicly recognized.

During a solicitation visit to a potential donor, be sure to:

1. Ask for the gift.
2. Ask for a large enough gift.
3. Listen - avoid talking too much.
4. Ask intelligent and considerate questions.
5. Emphasize benefits that giving to the library will bring the donor.
6. Be flexible by offering alternative ways of giving.
7. Have prearranged signals between visiting team members.
8. Ask for the gift toward the end, not at the beginning.
9. Remain silent after asking for the gift.
10. If the first offer the donor makes seems too small, find a way to persuade him/her to increase the amount (but be very careful that you don't offend the prospect by doing so, thus putting the initial donation at risk!)

Special Events Committee

This is where the least amount of money will come from, but the events which this committee sponsors are important for visibility, as the public will not see the work of the Major Gifts Committee. Special events give the entire community a chance to participate and become stakeholders in the library, even those individuals who cannot afford to contribute monetarily. Special Events Committee responsibilities:

1. Set goals for monies to be raised from special events.
2. Brainstorm with volunteers to create innovative projects, and then take responsibility for organizing an event that was their idea. Involve as many people as you can, seeking out those with particular skills and experience in event development and production.
3. Find local businesses which will underwrite the costs of a special event so that all the proceeds are profit.
4. Find local civic groups which will organize events on the library's behalf.
5. Have FUN! It is crucial to the campaign that everyone involved has a good time during the process.

Public Relations Committee

Portraying the library and your fund raising campaign in the most positive light is important to all aspects of the campaign. Assign your most positive people to this committee. Public Relations Committee responsibilities:

1. Sometimes glossy productions offend people who are considering the inherent value of a public institution such as the library: don't feel you must spend a lot of money on producing fancy brochures. Sincerity counts more than slick production.
2. Try to separate out the fund of money used for PR. Make it clear to the public that the PR item was not paid for with monies pledged for a specific cause such as a building fund.
3. If possible, find a graphic artist who will donate time and skills in designing posters and flyers.
4. Publish a regular newsletter and mail it to anyone who has helped you in any way.
5. Use your local cable TV station as much as possible.
6. Assign a talented committee member to write regular press releases. Contact local newspapers for interviews.
7. Plan events that are solely for PR benefit, such as the campaign kick-off or a ground breaking ceremony.

Direct mail campaigns

You may decide to send a solicitation package to each household and business in your community. The value of a general mailing is twofold: to inform the community at large about your fund raising endeavors, and to encourage every citizen to contribute, no matter how small the contribution. Start by obtaining a mailing list from your town or city clerk's office. Your package should include the mailing envelope, a letter, a reply document, a reply envelope, and if the budget allows, a brochure. Allow about three months from the time the idea is conceived to the actual mailing, building in extra time for delays in printing and delivery of the materials.

Your package should look professional, inviting, and easy to read. It should not be glossy or ostentatious. The paper stock should not look expensive. The reply form should be easy to fill out and must fit neatly into the reply envelope. Consider using a combined reply and reply envelope. Discuss the alternatives with your printer.

Thank all your contributors promptly. An acknowledgement postcard is appropriate for smaller gifts, but a typed letter for larger gifts (you determine the level) is necessary.

HIRING A FUNDRAISING CONSULTANT

If your aim is to raise significant funds (\$250,000 or more), your board might want to consider hiring a professional fundraiser. This consultant's major role is to help determine the feasibility of raising the funds that the library hopes to achieve. S/he can help board and staff members to

understand that only a certain amount of money can be raised at any one time from a specific constituency, and that donors will not support poorly defined objectives.

The professional fundraiser can help establish a fund raising plan and a calendar for achieving the goals, can help with scripting a presentation to major donors, and can coach those people identified to conduct major donor presentations.

While a professional consultant can make a significant contribution to a major fund raising campaign, this person should never be the one to make a final presentation to a potential major donor. People want the personal touch of talking with members of their own community, not a paid consultant. The final decision on whether to hire a professional rests with the board, which should consider all alternatives before hiring a consultant.

BOND ISSUES AND OVERRIDES

When going for a bond exemption under Proposition 2 1/2 or other taxpayer support, the fund raising campaign must be considered and approached like a political campaign. There are very stringent rules about use of the public library property to wage or support a political campaign. *Essentially, you aren't allowed to do it!* You may not use the library staff, supplies, or building to promote your campaign, under Massachusetts General Law Chapter 55. The Massachusetts Office of Campaign and Political Finance has information which describes the library's rights and responsibilities in these matters. You may contact them at (617) 979-8300, or visit their website at mass.gov/ocpf. You may also contact the Board of Library Commissioners for more information on the use of public resources for political activity.

The following activities may be conducted by your Friends of the Library, or other local advocacy group:

- Get advice on how to win from the politicians who have run successful campaigns in your community.
- Form a separate committee to run this campaign. You may recruit volunteers from your most enthusiastic patrons, Friends, and trustees, so long as the business is not conducted on the library premises.
- Be careful not to use public funds. Find a sponsor to underwrite all costs for the campaign, such as printing, postage, copying, even pencils.
- Identify the people in town who vote (don't waste time or money on those who don't vote). Try to obtain a list of voters who actually went to the polls at the last local election.
- Have volunteers put these names into a database that will generate mailing labels (also add phone numbers and precinct numbers.)
- Mail an explanatory flyer to the people on this list.
- Provide written instructions to volunteer telephone callers. Make the phone calls a week after the flyer is mailed to find voters' positions on the issue. If they are in favor, ask them to go

out and vote on Election Day.

- Maximize public relations by using your cable TV, Friends newsletter, letters to the editor, interviews with the press, and public speaking to civic groups and parent organizations.
- On Election Day, organize drivers, checkers, runners, and people to stand outside the polls. Thank people for coming.
- Don't forget to thank everyone who helped, regardless of whether your campaign has been successful.

Working with legislators and public officials

- Be fair, informed, and informative. Avoid cynicism about public officials.
- Be understanding of the pressures being applied to legislators.
- Be friendly and maintain contact. Don't wait for a crisis to seek them out.
- Be reasoned and reasonable in presenting arguments.
- Be thoughtful about getting their attention; don't waste their time.
- Be charitable (up to a point) about delays in their responses or actions.
- Be constructive and cooperative: try to provide possible alternatives.
- Be realistic and persistent, but recognize that politics is the art of compromise.
- Be practical: offer sound arguments
- Be a good opponent, fighting the issue, not the person.
- Be loyal to your position, trustworthy and discreet.
- Be calm and evaluative. Be willing to work at your arguments and your contacts.
- Be generous in giving credit where credit is due.
- Be visionary, realizing you may still win the war after losing a battle.

Trustee Tip: Try for a one-issue, special election for your bond issue or override vote. Libraries have had greater success in winning these votes when the library doesn't have to compete with other tax issues.

TRUSTEES AND THE POLITICAL PROCESS

Advocacy is the art of championship: finding a cause that one believes is of great importance, promoting its value, and speaking out on its behalf. What better cause is there than one's own public library? It is the responsibility of each trustee to work diligently to gain adequate backing for the library. This goal is achieved by actively and enthusiastically seeking local, state, and federal support for the library's staff, collections, property, and programs.

Trustees also have a broader imperative, to work for improved library services across the Commonwealth. This can be accomplished by becoming informed about the structure of legislative activities across the state, and to learn to network with others who are concerned with improving libraries for the benefit of every citizen of Massachusetts.

STATE LEGISLATIVE NETWORK

Trustees should pursue statewide progress for libraries by working with the Massachusetts Board of Library Commissioners, the Massachusetts Library System, the Massachusetts Library Association and the Massachusetts Library Trustee Association. Be aware of political issues that impact academic, school and special libraries as well as public libraries.

The Massachusetts Board of Library Commissioners has a Government Information Liaison whose job it is to disseminate information about libraries to Massachusetts trustees and librarians; to act as a resource for local legislative networks; to monitor legislation, and to provide information on library issues to elected officials.

Trustees should develop a process with their director to ensure that all relevant legislative information is disseminated in a timely way to every trustee on the board. Consider appointing one trustee to act as a liaison with local and state legislators, to facilitate the process of keeping up to date on current legislation, and to mobilize the board to advocate for this important legislation.

LOBBYING

The process of expressing opinions to the decision-makers and pushing in support of one's opinions is called lobbying. It comes from the time-honored custom of talking with legislators in the lobbies of city halls, state houses and Congress. The main job of the lobbyist is to work to pass or defeat legislation. Lobbying is communication, education, and the art of persuasion. For library services, it involves:

- Speaking out about what libraries do for constituents.
- Getting to know legislators and helping them know about libraries.
- Assembling facts and translating them into action for passage of a law or appropriation.
- Providing accurate and reliable information to legislators on library concerns and issues.

Lobbying is the responsibility of trustees. You are the voice of the community and an advocate of the library. You can make a difference because:

- Trustees see the library from the user's viewpoint.
- Trustees have a perspective on the full range of public services.
- Trustees represent a broad base of consumers.
- Trustees are volunteer participants in government.
- Trustees are voters.
- Trustees are strong advocates for library services.

***Trustee Tip:* Do you know your local, state, and national elected officials? Have you contacted your state or national legislators about library legislation or funding? Do you discuss pending legislation at your board meetings?**

Involve your local community in the lobbying process. Trustees should be advocating for the library by pursuing contacts with:

- Friends
- Library users
- Civic groups
- Industry and business contacts
- Real estate interests
- Elected town or city officials

Establish a local legislative network of committed residents and friends to put library issues before the voters and officials. Identify key supporters, distribute facts, figures and position papers, provide information on the legislative process, mobilize and be ready for action. There's no substitute for personal contacts.

Please refer to Chapter 8 of this *Handbook* regarding the restrictions on use of public property for advocacy on local political issues such as overrides and debt exclusions.

SPEAK UP: YOU CAN MAKE A DIFFERENCE!

Know the key issues and facts: e.g. statistics of your library; needs of your library.

Keep the library in the "loop" of major town/city boards.

Get to really "know" your town officials and state legislators.

Invite town officials and state legislators to the library on a regular basis; e.g. town boards may hold meetings at the library; legislators may hold weekly constituent hours at the library.

Invite town and state officials to participate in library events, celebrations, award ceremonies on a regular basis.

Establish an ongoing relationship with the town, county and all local newspapers and cable stations.

Keep abreast of statewide initiatives and participate in MLA lobbying efforts.

Attend local, regional and statewide trustee training workshops. Attend Massachusetts Board of Library Commissioners trustee orientations.

Attend MFOL/MLTA convention and Library Legislative Day.

Speak out for your library as the institution which provides the taxpayer the "biggest bang for the buck," an essential element in education of the lifelong learner.

Establish a public relations plan for your public library.

PUBLIC RELATIONS

An active publicity program is essential for the dissemination of needed services, the growth and even survival of public libraries. Time, effort and funding must be devoted to advertising library service. Publicity is the continuous process of informing the community and creating a positive public image for many constituencies. It may be difficult for librarians, trustees, Friends and library users to believe, but many people are unaware of the wide range of resources and services available at the public library. In today's media oriented society, libraries must market their services by creatively using all forms of publicity. As noted in various sections of this handbook, the library plan, budget, policies and activities provide ample opportunity to spread the word.

Consider using the following public relations tools:

- Public service announcements on television, radio and cable
- Web page
- Newspaper and community organizations' newsletters articles and photographs
- Information distributed by moving companies, Welcome Wagon, and Newcomers
- Billboard space (donated)
- Club meetings, civic associations, PTA, and similar organizations
- Local business contacts
- Displays and exhibits
- Special events
- Bookmarks, booklists, fliers, brochures, posters

Public relations is much more than the flash, pizzazz and hoopla often associated with PR. Publicity and advertising are not sufficient alone to cultivate good relations between the public and the library. Public relations is the person-to-person effort to put libraries into the lives of the

people. Good service to the public is the foundation for good PR. It is EVERYBODY'S job! The trustees, director, staff, even the buildings and resources affect the public image of the library.

Key Trustee Role in Public Relations

As ambassadors of goodwill, trustees play a crucial role in public relations. Their involvement helps to sustain the organization's credibility in the public eye. There is a natural role and a major responsibility for the library trustee in public relations. Trustees serve as the public's representative to provide library direction and guidance. The trustee needs to keep in close touch with the people, listening to their perceptions of the library, their still unmet information needs, and the role they want the library to fulfill. At the same time, the trustee needs to serve as a spokesperson for the library to help people understand its role and any problems in fulfilling that role, as well as how to use all the library services.

As community leaders and citizens working on the library board without pay in public service, trustees are in a unique and key position to carry out this two-way communication. By virtue of their unpaid public service role, trustees can speak out and respond to the public in ways that the library director and staff, as employees, cannot; or which if they did, might well be perceived differently by the public.

Some of the most effective public relations for the library is done by members of the library board who may not know that public relations is what they are doing when they talk to their friends about the library. Everything said about the library adds to the community awareness of an important service, and trustees need to take advantage of the many opportunities they have to boost the library.

BOARD RESPONSIBILITIES

- Establish a public relations policy. Ask your library director to contact the Massachusetts Library System for sample public relations policies.
- With the library director, develop a positive PR plan and schedule for the library.
- Recognize PR as a total and continuous function of the library. Assign members to participate in PR events. Support staff training and involvement in PR programs.
- Evaluate the PR program and public service.
- Allocate funds for PR activities and/or volunteer specialists to offer help.
- Educate the board and expand awareness of Public Relations.

INDIVIDUAL TRUSTEES

- Be vocal and visible.
- Listen to the community. Be well informed, use the library and spread the word.
- Attend meetings of community organizations to speak and gain information.
- Convey the progress, plans and policies of the library to individuals and groups.
- Ask the opinion makers in your community to be library supporters.
- Spot gaps in the library's information program and make suggestions.
- Work closely with municipal and other officials.
- Tell people what trustees do, who they are, when they meet and how they can be reached.

- Sell the philosophy and merits of quality library service.
- Provide facts and figures to persuade people.
- Learn about other libraries and services statewide and nationally.
- Support a Friends of the Library group and recruit members.

WORKING WITH LOCAL NEWS MEDIA

The local media (newspapers, TV, cable, and radio) are a vital factor in all public relations efforts. In fact, the local media can, and should be, one of the library's best friends. Therefore, the library board should be familiar with all media resources in the community, and should learn how best to utilize these resources.

While each board should have a designated spokesperson, library trustees should make it a point to know personally the editors, publishers, TV and radio station managers, editorial writers, plus the staff personnel who are assigned "the library board beat." As determined by library board planning, there should be regular "keeping in touch" efforts. Media contacts should be invited and encouraged to attend library board meetings and kept informed of meeting date schedules, agenda items, special meetings, and any other special events. Key media contacts should be on mailing lists for such items as reports and announcements. Library board members should also keep in mind the value of using the letters to the editor column. This is a means of directly reaching a large audience.

Generally, the library director is the information source concerning library activities. The trustees, director, and staff should clearly understand and observe their respective roles in communicating with the media.

Tips for working with the media:

- Schedule visits to media representatives in the community.
- Ask the media representative what they can use; in what form they wish to receive it; how often they can give coverage.
- Ask representatives for any ideas they have for giving publicity to the library. Let them think of interviews, public service announcements, or even regular shows for local radio and TV stations.
- Compile a helpful information kit to give each media representative. For example: a summary of the library's goals, objectives, and priorities; current services; flyers or brochures; a listing of special upcoming events; and even a review or two of some new books that might be of personal interest.
- Absorb, but do not promise. Ideas, comments, or even complaints should be taken back to the board and the library director for discussion, and as tools in planning future public relations programs.

GOALS FOR PUBLIC AND SCHOOL LIBRARY COOPERATION

The need for the establishment and maintenance of productive working relationships between libraries and trustees and local school board members and key administrators has long existed. A vision of ideal cooperation between public and school libraries states the following principles:

- Every community provides its residents with access to a free public library and every student has access to school library services fully integrated into the school's instructional program.
- Every resident has access to the complete library and information resources of the community.
- Citizens and municipal officials demand excellence in library services and provide adequate financial support to achieve these goals.
- Municipal officials, public library trustees, directors and staff members, school committee members, school administrators and staff members understand that public libraries and school libraries have different missions but share certain goals and mutually support these respective missions and goals.
- Every public library and every school library is a member of a Massachusetts Library System.

CHAPTER 10 *FRIENDS & VOLUNTEERS*

FRIENDS OF THE LIBRARY

Friends of the Library are groups of citizens who join together to support, improve, and promote libraries. They understand the importance of library service to the community and work in a variety of ways to help provide quality service and to stimulate the use of the library.

Friends are in the unique position of being able to make enormous contributions in several areas: fund raising, services, public relations, advocacy, volunteerism, and community involvement. Their activities change as needs change. Friends usually select a limited number of activities to emphasize annually.

The roles of trustees, librarians and Friends of the Library are related but distinct, and the distinctiveness of these separate roles must be recognized and clarified. Friends can be invaluable members of the team when organized carefully, but if the Friends' role is not clearly defined and structured, the library's operation and public image will be affected negatively.

WHY ORGANIZE FRIENDS?

Purposes vary depending on group interests and community needs. Friends are organized with one or more of the following objectives:

- To create public support for an expanding library program
- To encourage gifts, endowments and memorials for the library
- To provide direct financial assistance to purchase items not covered in the regular budget
- To work for library legislation or appropriations
- To intensify community awareness and use of library
- To raise money and campaign for a new building, renovation or expansion
- To sponsor programs designed to add to the cultural life of the community
- To aid in public relations by: informing the community about the library's services, and communicating the needs of the community to board and staff
- To call public attention to outstanding achievements of the staff and library.

Friends may become a part of the volunteer program and work in the library on specific tasks or projects designated by the director.

Friends can be most effective by:

- Adopting by-laws including a clear statement of Friends' supportive role
- Keeping informed of library plans and policies
- Planning their activities with the approval of the library director and board
- Asking "what we can do" instead of announcing "we will do this"

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- Carrying out whatever projects are undertaken without excessive demands on the staff
- Serving as communication links to the board on community needs
- Recruiting new members and keeping them active and informed
- Working closely in cooperation with the board and library director.

TRUSTEES WORK WITH FRIENDS

- **Trustees** represent citizen control and governance of the library as specified by state law.
- The **library director** represents the administration and management of the library.
- **Friends of the Library** represent citizen participation and assistance in the activities and programs of the library.

Trustees should assist the Friends organization and support activities by providing leadership in the following ways:

- Developing a policy on Friends and volunteers
- Working with the library director to draft procedures and regulations relevant to Friends activities
- Meeting semi-annually with the Friends board to plan and define goals for the group
- Inviting and welcoming Friends to trustee meetings
- Attending Friends board meetings and special events
- Appointing a specific trustee representative as liaison to Friends
- Providing information and asking for input.

LIBRARY STAFF AND FRIENDS

The library director and staff play an important role in the formation and maintenance of Friends organizations. They must be familiar with the resources and activities of Friends groups statewide and nationally. The library should provide materials, books, articles and expertise to guide the citizen interested in starting a local Friends of the Library organization. The director and staff further assist Friends by:

- Interpreting trustee policies and regulations concerning Friends
- Attending Friends meetings and special events
- Regularly providing library reports, statistics and information to Friends
- Suggesting projects and targeting library needs
- Participating in planning activities with Friends
- Acting as liaison between Friends and trustees.

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ORGANIZATION OF FRIENDS GROUPS

In many cases, citizens approach the library to suggest the formation of a Friends group. In other instances, the trustees and the library director start a group. Regardless of who initiates the formation of the group, careful pre-planning and involvement from the board and library director are essential. Set the guidelines, roles and structure of Friends from the beginning. For assistance in forming a new Friends group, contact the Massachusetts Friends of Libraries (MFOL), a statewide organization developed to assist Friends of Libraries groups (see chapter 13 of this *Handbook* for additional information) or the Massachusetts Board of Library Commissioners.

What are the steps involved in organizing a Friends group?

Organize a small steering committee consisting of:

People with proven concern for and love of the library

A cross section of the community

Trustees, library director, and staff

The steering committee lays the groundwork by:

Deciding on nonprofit incorporation and tax-exempt status

Writing a draft of its constitution and bylaws to be approved

Writing a draft of goals, objectives and purpose

Forming the initial nominating committee

Establishing initial dues, schedule and membership applications

Plan the organizational meeting:

Plan the time, date, and place

Plan the agenda: who will chair meeting, who will explain the purpose of Friends

Prepare pre-publicity: fliers, phone calls, announcements, and news articles

Make copies of the library's policy, membership applications, and draft bylaws

During the first meeting the agenda might include:

Welcome by chair of board of trustees

Introduction by library director

Explanation of purpose and formation of Friends group by steering committee

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Election of officers including nominations from the floor as well as list from nominating committee

Review and adoption of constitution and bylaws

After the meeting:

Publicize the formation of a Friends group and announce officers

Actively recruit members throughout the community

Design and distribute Friends brochure or information sheet

Form committees and begin work.

This is the basic outline for getting started. However, your local situation, size of library, and size of community should determine your specific plan. The important thing is to have a PLAN and to be prepared.

WHO CAN JOIN FRIENDS?

Anyone who cares about libraries can become a Friend. It is appropriate for trustees and library staff members to belong to the Friends of the Library. This can help to ensure coordination of efforts, communication and cooperation. **Trustees and Friends should have liaisons attend each other's board meetings.** The library director or a staff member delegated by the director should attend Friends board meetings on a regular basis.

***Trustee Tip:* To avoid possible conflict of interest, current trustees and staff should not hold office in the Friends of the Library organization.**

Friends of the Library can often be the training ground and source of competent candidates for appointment to the library board. It can also provide a way for former trustees to continue contributing to the development of library services.

A WORD ABOUT VOLUNTEERS

The temptation to rely on volunteers is almost overwhelming for the small library just a few steps from its volunteer beginnings, and for the larger library seeking ways to cut costs. Volunteers constitute an important community resource for many public libraries. When a program is developed, it should be with the understanding that the use of qualified volunteers in a library program is a supplement to, not a substitute for, paid staff.

Volunteers usually come to the library on an individual basis and participate in ongoing work or special projects within the library setting. Their tasks should be of genuine significance and should enhance the services and capabilities of the library. Volunteers can be advocates for the library within the community.

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Libraries should not undertake a volunteer program unless the library board and the director are committed to the concept and are willing to devote the necessary time to develop a program that is well managed and will benefit the library.

Successful volunteer programs are:

- Planned and approved by staff and board
- Run under best employment practices - training, evaluation and development are important to volunteers
- Clear about work descriptions, the status of the volunteers and the expectations, including regular hours and consistent service and supervision
- Clear about technicalities, such as insurance, use of library vehicles, paid expenses for library-related activities
- Mindful of the need for recognition and appreciation of volunteer work
- Realistic in expectations of hours donated, types of work to be done and training required
- Open to the community, but on the basis of specific job descriptions and capabilities of volunteers to fill the jobs.

Volunteers can be extraordinarily useful in libraries. The possibilities are almost limitless: working with outreach programs, presenting film programs, story telling, teaching literacy classes, collecting historical material, planning and creating exhibits, delivering materials to the homebound, writing press releases, planning the oral history project, taking pictures, taking surveys, acting as hosts and hostesses at programs, working with senior citizen groups, taking books to convalescent homes and hospitals, and shelving returned materials.

Libraries should have a policy specifying the use of volunteer labor which should include the concepts that the use of volunteers is temporary pending ability to employ staff, and that volunteers should not supplant or replace established staff positions. Trustees and directors must be knowledgeable about possible restrictions or regulations concerning the use of volunteers that may be affected by personnel policies or union contracts. Contact your municipal counsel for advice specific to your community.

***Trustee Tip:* Has your board adopted a policy for volunteers? Are there procedures in place for managing the volunteer program?**

We are currently updating the technology section for the revised edition.

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BUILDING A NEW LIBRARY

The building process is probably one of the most important and lasting activities that will be undertaken by the library's trustees. Although most libraries are designed to last twenty years, in reality they serve their communities for much longer periods of time. The process of developing library facilities is a very intensive activity and involves the close cooperation of a number of municipal officials, the library community and other interest groups. It is important that communication be maintained among these groups throughout the process.

There is no standard time frame that applies to all building projects, nor is there a standard sequence that applies to all library construction. Each project varies greatly depending on local situations, conditions and regulations or ordinances.

In many cases, a facility review (see Chapter 5 of this *Handbook* regarding facilities planning) will indicate major deficiencies with the building that need to be corrected either through a major remodeling, renovation, addition or a newly constructed facility. These activities should be developed based on a comprehensive library building program statement. This statement will provide a more detailed review of the existing facility. It will also provide a review of the community and its future development, and will provide a detailed needs assessment of the current facility and a vision for the future facility. The types of spaces and space allotments that will be needed in that facility should also be included.

What activities are necessary when planning for a new building?

- The establishment of a library building committee in those municipalities without standing or permanent building committees.
- Site visits to other libraries to gather ideas and to discuss certain building features with library staff and trustees.
- Preparation, and presentation to the community of a candid and honest library building program that will adequately meet the community's needs for at least the next twenty years.
- Gaining funding for the project either through municipal appropriation or private funding sources. This activity usually takes place after the architect has prepared drawings and cost estimates can be accurately prepared.
- Cooperation with architect, municipal officials, and library staff in the preparation of working drawings and bid specifications.
- Design review to verify compliance with state and federal accessibility standards such as the Americans with Disabilities Act and other applicable regulations and guidelines.
- Supervision of bidding using rules and regulations from Omnibus Construction Reform Act.
- Maintenance of adequate supervision and review during construction including approval of change orders.

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- Acceptance of final building.

LEGAL ISSUES

The web of legal responsibility for library renovation and construction projects is complex and each town has its unique pattern. This is particularly true in the case of private libraries that serve as the town's public library. In most towns, the library trustees hold legal authority over decisions concerning library buildings. But the municipality has overall responsibility for public facilities and for their funding, and any library project that receives state funding is required to obtain town approval.

Trustees bear the principal responsibility for ensuring that adequate funds are available for the library project. The process of fundraising raises several legal issues including: incorporation of the Friends group as a 501(c) (3) not-for-profit, separation of project funds from regular library operating budgets, use of trust funds, and bonding or using other debt instruments to fund the project. Other possible legal issues include: purchase or transfer of land, deed restrictions, compliance with environmental laws and accessibility regulations, necessary approvals of local and state historical offices, state requirements for grants, designer and contractor selection, zoning and planning board approvals, negotiation of contracts and possible contract litigation.

Expanding and renovating an existing library or building a new library facility is a major capital project. Trustees should seek legal advice at every step of the process. The municipal attorney, the library's attorney, or a local attorney willing to provide *pro bono* advice, are all possible sources of help.

FINANCE

There are multiple ways of funding library building projects: successful projects normally rely on more than one. Determining the right mix that fits an individual community is a major trustee responsibility. In order to find that mix, all potential sources should be considered. Trustees will need to determine whether to hire a private fundraising consultant to assist in the process, but in most cases "local folks donate to local folks," and a committed group of volunteers implement any fundraising effort.

In general, local funds constitute the major portion of a building project budget, and these may come from either public or private sources. Public local funding sources include general revenue appropriations, general obligation bonds, mortgages, and short term debt. Gaining approval at town meeting for public funding requires sustained effort on the part of trustees. To garner support, they often appoint a steering committee to launch a formal campaign not unlike an election campaign. While it is unusual for a project to be funded entirely from private donations, significant donations often fund major parts of the project, especially in the case of furniture, equipment and special rooms or collections. Here, too, a formal campaign with committee members and chairperson drawn from influential townspeople is the best route to success.

Although federal LSCA grants are no longer available for library construction, federal funding is still a possible source of funds. Libraries are sometimes able to obtain Community Development

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Block Grants for specific segments of a project such as handicapped access, usually as part of a town wide project. The Challenge Grants Program of the National Endowment for the Humanities is another possible, though competitive, source. Library buildings on the National Register of Historic Places may apply for Historic Preservation Grants-in-Aid from the Interior Department. Additionally for communities that qualify, Community Facility Loans from the Rural Development Administration may be paid back over a forty year period.

The primary source of state funding is the Massachusetts Public Library Construction Program administered by the MBLC. Between 1990 and 1999, a total of 179 grants totaling \$153 million dollars have been awarded through this program. Of these, 32 have been for planning and design activities, and 147 have been for construction and major renovation projects. Planning and design grants may be used for development of the library building program, architectural studies including feasibility and schematic design, cost estimates, soil studies and site investigation. Construction grants are intended to assist libraries in the design development and construction phases of their project. To be eligible, libraries must be certified as meeting minimum state standards for public library service and must have a long range plan on file with the Board of Library Commissioners. For historic library buildings, grants from the Massachusetts Historical Commission are also available, which may help pay for specific purposes like roof or window restoration.

Trustee Tip: Many library building projects are hurt by a premature publication of an estimated total project cost. Until a library building program is completed, an architect has done a feasibility study including schematic design, and a professional cost estimator has determined projected costs, trustees should refrain from talking about estimated costs. Too often, these preliminary figures must be adjusted upwards, to the town's dismay and the project's detriment.

THE BUILDING COMMITTEE

The creation of a building committee should happen early in the planning stages of the project. Composed of interested trustees, members of the public who bring special skills and the library director as either a voting or *ex officio* member, this committee serves both to allow the community to actively participate in the building project and to publicize an open and above-board process. In some small towns, all trustees may participate. In larger municipalities, a subcommittee of the Board may constitute a large proportion of the Building Committee members. In some communities the Committee is given decision making authority; in others it performs an advisory function. In almost all municipalities, actual decisions concerning financial expenditures or entering into contracts remain with the trustees or elected officials. It is important that the Committee have a written, detailed charge that delineates its authority and responsibilities, and gives a clear statement of its relation to the trustees, the director, and the architect.

In early stages, this committee may be called a Facilities Needs Assessment Committee or Building Study Committee. As the project progresses, it may evolve (with the addition or subtraction of some members) into a Construction Committee that will oversee the actual construction process. In communities where there is a standing Building Committee with town

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wide responsibilities, or where the municipality appoints members to a committee, it is important that the trustees gain representation on that committee.

Meetings of the Committee should abide by open meeting laws and should be well publicized. Minutes should be kept and should be made available to the general public, either by publication in the local newspaper or held on library reserve. A well organized Building Committee can be an invaluable asset in moving a project successfully toward completion. Its meetings often serve as a bellwether for overall municipal support.

***Trustee Tip:* The library board of trustees should be represented on the library building committee. If this is not a possibility, it is essential that the library board establish a close working relationship with the building group, attend meetings of the group, and include the library director in an advisory or voting capacity.**

THE LIBRARY BUILDING PROGRAM STATEMENT

The first step in planning a new building or a major renovation is the development of the Library Building Program Statement. While this document has similarities with a typical architectural Program developed by an architectural firm, the Library Program includes elements not found in that document. The Library Building Program Statement is best written by the library director in cooperation with the trustees, the staff, and the Building Committee. In some instances, a library building consultant may be hired to write the program. This consultant is usually an experienced librarian who has planned and implemented library building projects or has extensive experience as a library consultant. The library's Long Range Plan serves as a source document for the development of a Program.

The elements found in a complete Library Building Program include: an overview of the library's history and a demographic analysis of its community, a physical description of the current library, a detailed analysis of the library's current collection and services, a needs assessment, and a description of a new or renovated library that would adequately serve the needs of the community. This description is composed of space needs projections, descriptions of all major service areas that included seating, furniture, equipment and technology requirements, the spatial relationships among these service areas, general design requirements for effective library service, and charts which provide detailed square footage requirements. A 20 year planning horizon is used in developing the Program requirements.

The Library Building Program articulates the library's vision of its future and serves as a set of instructions to the architect. The architect takes the Program, confirms it through independent investigation, then begins conceptualizing the building that will answer the needs expressed there. Throughout the project, the Program serves as a yardstick to determine how true the design remains to that vision.

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FEASIBILITY STUDY

The architect chosen to complete preliminary design, known as the schematic design phase, has several important tasks. The first is to become completely familiar with the Library Building Program Statement and its requirements. This knowledge will be supplemented by conducting interviews with library staff, the trustees, and in some cases, library users.

Through these discussions, the space requirements and area descriptions in the Program will be refined. If alternate sites are being considered, the architect will then compare the sites in terms of feasibility and cost. If expansion and renovation of an existing building is being considered, the architect will determine whether the Program requirements can be met using that building and site. Once the architect completes the feasibility study and makes his/her recommendation, the trustees need to make a final decision based on the advice of the architect, the library staff and the building committee. This decision takes into account the broader issues of finance, town-wide concerns and public support.

The architect will then produce a series of drawings, each becoming more detailed, that translate the Program into an actual building plan within the context of its site. A series of review meetings will be scheduled where the architect will present the revised plans. Trustees, or their representatives on the building committee, along with the Library Director need to be involved in this important stage of the process. While architectural design will evolve even further during design development and construction, the schematic design sets a critical pattern for the project's success or failure. The plans shown to the community to gain town support are often schematic designs. The schematics are the plans submitted in a grant application to the MBLC.

YOUR LIBRARY CONSTRUCTION PROJECT: A CHECKLIST FOR SUCCESS

The steps in planning and implementing a library building project are not always taken in consecutive fashion, but all projects need to address similar issues. The following checklist may be seen as a general guide to these issues.

DEVELOP A LONG-RANGE PLAN

- Identify and review community needs for information and library services.
- Evaluate present library services, materials and facilities in relation to identified community needs.
- Compare your library services with those provided by similar communities using documents like the MBLC statistical data for Massachusetts publications.
- Compare your library to existing state and national guidelines and standards for service.
- Consider using a simple survey for users and non-users to identify “hidden” issues.
- Prepare a formal long range planning document including a mission statement and service goals based on community needs.

STUDY YOUR BUILDING

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- Establish a Library Facility Needs Committee.
- Compare the services identified in your long range plan within the parameters of your current facility, what works - what doesn't, and what you need to change.
- Review your facility against building codes, ADA requirements, library space standards.
- Identify space, service, staff and program issues that need to be addressed.
- Prepare written facility needs assessment report.
- Identify, review and evaluate potential solutions. Include all possible solutions not just preferred ones.

PLAN YOUR PROJECT

- Write, or hire a consultant to write, a Library Building Program statement. This will become the basis of the architect's design and will serve as a guide by which to judge project implementation. Talk with others who have done it. MBLC can help you write it by providing guidelines, workbooks, access to its reference collection, and advice.
- Review your Library Building Program Statement to make sure that it plans for the twenty-year need of your community, including adequate gross square footage, seating, and book capacity based on professional standards, your long range plan and community needs as identified by the needs assessment committee.
- Set objectives that will move the library toward your goal. Divide the project, including fundraising, into discrete steps and develop a preliminary time frame for accomplishment. Determine a basis for evaluating progress toward goals and review it regularly.
- Assign priorities and clarify responsibilities of staff, trustees, building committee, Friends, and town officials.

DEVELOP A FUNDRAISING STRATEGY

- Gather together a Fundraising Committee. Use your Friends group as a base but expand it beyond the usual group of supporters. Appoint a chairperson who is well known and a community leader.
- Identify all possible sources of funding. Check out state and federal grants (including MBLC), corporations or businesses in your region, private foundations, and wealthy individuals with links with your community.
- Examine library "treasures" (valuable paintings or other artifacts) and consider whether these should (or could) be sold to fund expanded services to your community.
- Remember that you will need to raise funds for the feasibility study and preliminary architectural work early in the project.
- Write up a draft fundraising plan with timeline and chart of responsibilities. Since total project costs will not yet be known, identify goals using percentages of total costs.

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INFORM THE COMMUNITY AND GAIN SUPPORT

- Present planning information and documentation to town officials and the entire community.
- Publicize the Library Facility Needs Assessment Committee meetings and actively encourage community participation.
- Have a copy of planning documents on reserve in your library and publicize this fact.
- Develop a good working relationship with local newspaper staff and other media. Be informative, friendly, and very careful in what you say. Consider appointing one person the media liaison: either the director or an involved trustee.

MANAGE THE FEASIBILITY STUDY

- Clarify exactly what you want done in the feasibility study and write this down.
- Work with town officials to prepare a request for qualifications (RFQ) using your town's written procedures for selecting designers and following the guidelines found in the Commonwealth publication, *Designing and Constructing Municipal Facilities*.
- Advertise in local papers and the *Central Register*.
- Hold briefing session in library to which all potential applicants are invited. Describe Library Building Program needs and answer questions. Avoid private sessions with individual architects and make sure that all architects have equal access to project information.
- Talk with directors and visit libraries designed by architects who apply for contract.
- Retain A.I.A. certified Massachusetts registered architect using selection procedures required by the Massachusetts Designer Selection Board. This needs to be done even if yours is a private library.
- Conduct architectural feasibility study on present building and alternative sites including schematic drawings, cost estimates, and conformity to service needs as outlined in Building Program statement.
- Carefully review feasibility study in relation to library's long-range plan and library Building Program. Have architect revise study if it is not satisfactory.
- Decide which alternative outlined in study is best. If land purchase or transfer is necessary, complete this before moving on to next step.
- Gather members for a Construction Committee to oversee next phase of project.

WORK WITH YOUR ARCHITECT: BEFORE GROUNDBREAKING

- Select project architect following same selection procedures as for feasibility study. If you choose to continue with the same architect, your initial ad and RFQ must have included this option and an independent design evaluation must be done.
- Proceed with design development and final cost estimates. Meet with the architect as these are developed to clarify any issues. Review completed plans to see if they fulfill the requirements of the Library Building Program Statement. Review them with MBLC staff to

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determine if the plans indicate appropriate spatial and functional relationships as well as intended compliance with access and other regulations.

- Use cost estimates to determine amounts necessary for total project. Include an inflationary figure and contingency funding. Secure local appropriations. Notify Fundraising Committee of total dollar amount needed to be raised.
- Develop working drawings and bid/contract documents.
- Implement public bidding process and select contractors.
- Complete pre-construction conferences and negotiations. Sign contracts.
- Hold groundbreaking ceremony with much hoopla and publicity.

WORK WITH YOUR ARCHITECT: AFTER THE GROUNDBREAKING

- Appoint one person to be construction liaison: library director, trustee, or chairperson of the building committee. Make sure that this person is willing to be an active, equal partner with architect and contractors. If at all possible hire a project manager with construction experience to oversee whole project.
- Establish procedures for handling communications, change orders, reporting, and payments between construction liaison, architect, contractors, municipality, and MBLC.
- Obtain commitment from architect that s/he will provide adequate architectural and technical assistance throughout the term of the project.
- Determine in advance those aspects of the project that cannot be altered and remain firm on these. Carefully assess how any other changes suggested by architect or contractor will alter Building Program, provision of services, or general library functioning.
- When nearing completion, a “punch list” should be compiled to target problem areas that still need resolution.
- Accept the completed facility after inspections and an occupancy permit is granted.
- Establish a building maintenance schedule.
- Hold a Grand Opening to **celebrate and thank** the many people who have been involved in the project. Make sure you invite anyone who has helped your project in any way, no matter how small. Be gracious to all those who want to participate in your celebration. Mail the invitations in a timely manner.

Regulations governing the MBLC Library Construction Program’s planning and construction grants are found in *605 CMR 6.0*, which is available on the MBLC web site at mblc.state.ma.us. Legal requirements for designing and constructing public libraries, including the selection and bid processes, can be found in *Designing and Constructing Public Facilities*, (Boston: The Commonwealth, Office of Inspector General, 2011) which is available as a PDF <http://www.mass.gov/ig/publications/manuals/dcmanual.pdf> Updates can be found at <http://www.mass.gov/ig/public-design-and-construction/>

For questions and concerns regarding building construction, contact the library building consulting staff of the Massachusetts Board of Library Commissioners.

CHAPTER 13 MASSACHUSETTS PUBLIC LIBRARY SERVICE

MASSACHUSETTS PUBLIC LIBRARY SERVICE: HISTORY

The list of "firsts" associated with public library development in Massachusetts gives evidence of the historic commitment of state government and the people of Massachusetts to these services.

In 1848, the Massachusetts General Court enacted legislation granting the City of Boston the right to establish a public library, the first such legislation in the world. Three years later the legislature extended to all cities and towns the authority to establish and maintain libraries with public funds.

In 1889, Melvil Dewey, whose name is synonymous with public library development, was able to say, "All nations recognize the United States as leading in the matter of (public) libraries. The United States recognizes the New England states and especially Massachusetts as its head."

In 1890 the General Court established the Massachusetts Free Public Library Commission as the nation's first state library development agency, and authorized the country's first state aid to local libraries program. This aid was in the form of one hundred dollars worth of books to every town establishing a free public library, appointing a board of trustees, providing facilities and establishing an appropriation of local funds.

Since 1900, each of the nation's fifty state legislatures has created a state library agency and has charged that agency with developing library service. The term "state library agency" is used generically, since the actual names of the agencies vary.

MASSACHUSETTS BOARD OF LIBRARY COMMISSIONERS (MBLC)

The Massachusetts Board of Library Commissioners is the state agency statutorily charged to support, develop, coordinate, improve and promote library services throughout the Commonwealth. The Board also strives to provide every resident of the Commonwealth with full and equal access to library information resources regardless of geographic location, social or economic status, age, level of physical or intellectual ability or cultural background.

The Board was established in 1890 under Chapter 78 of the Massachusetts General Laws and consists of nine Commissioners, each appointed by the Governor for a five year term. This term is renewable by the governor one time, and many commissioners serve a full decade on the board.

Mandate and Mission

The Board of Library Commissioners' broad statutory mandate is stated in Massachusetts General Laws, Chapter 78, section 19: "The Board of Library Commissioners may expend such sums as may be appropriated for the extension and encouragement of library services within the commonwealth."

The agency's mission, as stated in the *Library Services and Technology Act Massachusetts Long Range Plan 2008-2012*, is: "To provide every resident of Massachusetts with equal opportunity to access information resources that will satisfy individual, educational, working, cultural, and

CHAPTER 13 MASSACHUSETTS PUBLIC LIBRARY SERVICE

leisure time needs and interests, regardless of an individual's location, social or physical condition or level of intellectual achievement."

Goals

The goals of the Board of Library Commissioners are to maintain a system of free public libraries, to coordinate and support statewide programs which strengthen and supplement local library services, to promote resource sharing and the utilization of electronic information technology by libraries, and to provide specialized library services to blind and physically handicapped residents.

The Board also advises municipalities and trustees regarding the operation and maintenance of public libraries and is statutorily authorized to administer state and federal programs for Massachusetts libraries.

The MBLC is your state agency and primary resource on library-related issues. Its commissioners and staff work to provide the library community with encouragement, support and guidance. Through the MBLC, trustees and library directors all across the commonwealth can work together to reinforce Massachusetts' position of leadership in library services.

Massachusetts Board of Library Commissioners (MBLC)

98 North Washington Street

Boston, MA 02114-1933

Office: 617-725-1860 / 800-952-7403 (toll free)

Fax: 617-725-0140

<http://mblc.state.ma.us/>

The **Statewide Advisory Council On Libraries (SACL)** is appointed by the Massachusetts Board of Library Commissioners to advise the state agency on the development of the Massachusetts Long Range Program, a statement required for federal funding. SACL members participate in the annual program and budget activities and related policies, assist the agency in the review and evaluation of statewide programs, and review applications and proposals in the Direct Grant Program. SACL makes funding recommendations to the MBLC based on these activities and reviews. SACL members are appointed annually for three year terms. The members of the Council represent public, school, academic, special, and institutional libraries, libraries serving the disabled, and library users including disadvantaged persons.

MASSACHUSETTS LIBRARY SYSTEM

The Massachusetts Library System (MLS) provides services to more than 1,700 Massachusetts libraries of all types and sizes throughout the Commonwealth. All 371 public libraries in the state are members of MLS. MLS was established in July 2010 with the following mission:

CHAPTER 13 MASSACHUSETTS PUBLIC LIBRARY SERVICE

The Massachusetts Library System, a state-supported collaborative, fosters cooperation, communication, innovation, and sharing among member libraries of all types. The MLS promotes equitable access to excellent library services and resources for all who live, work, or study in Massachusetts.

MLS has two offices:

Headquarters:

225 Cedar Hill Street, Suite 229

Marlborough, MA 01752

Voice: 508-357-2121

Toll Free: 866-627-7228

Western Massachusetts Office:

4 Sandy Lane

Whately, MA 01093

Voice: (413) 665-9898 / 800-282-7755

Fax: (413) 665-8877

Mailing address: PO Box 609

South Deerfield, MA 01373-0609

<http://www.masslibsystem.org/>

LIBRARY FOR THE COMMONWEALTH

In 1970 the Boston Public Library was designated by legislation for reference and research services for the Commonwealth (Massachusetts General Laws, Chapter 78, section 19C), formerly known as the Library of Last Recourse. A state appropriation is made each year through the Board of Library Commissioners to fund this service. The amount of the appropriation is calculated on a per capita basis using the statewide population. Library for the Commonwealth services shall include but not be limited to, the development and maintenance of a statewide digital library, access to online media, research materials, multimodal reference services and information delivery, access to historical records and collections, inter-library loan services, and other resources responding to the informational, cultural, and educational needs of the Commonwealth. <http://www.bpl.org/research/aboutrl.htm>

STATE LIBRARY OF MASSACHUSETTS

The State Library of Massachusetts was organized in 1826 to provide library service to the Governor and other constitutional officers of the Commonwealth, and to members of the General Court and their staff. The State Library is independent of the Massachusetts Board of Library Commissioners. It is governed by a Board of Trustees composed of the Senate President, the Speaker of the House, the State Secretary and four persons appointed by the Governor.

CHAPTER 13 MASSACHUSETTS PUBLIC LIBRARY SERVICE

The authority to manage the State Library is delegated by the Trustees to the State Librarian who is also appointed by the Governor. The statutory framework for the State Library is found in Massachusetts General Laws, Chapter 6, sections 33-39A.

The primary purpose of the State Library is to meet the information and research needs of the executive and legislative branches of state government. The Library's collection of Massachusetts government publications is the most complete in existence, with

comprehensive holdings of executive agency publications, reports of cities and towns, selected federal publications, and other materials related to the commonwealth.

LIBRARY SERVICES TO THE BLIND AND PHYSICALLY HANDICAPPED

State funds for libraries serving the blind and physically handicapped are administered by the Board of Library Commissioners and provide services to blind and visually impaired residents in Massachusetts. The purpose of the program is to provide blind and physically handicapped residents of Massachusetts with library service as effective, diverse and accessible as that which is available to the general public. Services are provided through contractual agreements with the Braille and Talking Book Library at Perkins School for the Blind in Watertown and the Talking Book Library (a subregional library) located at the Worcester Public Library. Both the Braille and Talking Book Library and the Talking Book Library are members of the Library of Congress/National Library Service (NLS) network. This is a federal program that provides materials and playback machines to the blind free of charge.

Talking Book Library

<http://www.worcpublib.org/talkingbook/index.htm>

Worcester Free Public Library
3 Salem Square
Worcester, MA 01608-2015
1-800-762-0085 (In State)
Office: 508-799-1730
Fax: 508-799-1676

Braille and Talking Book Library

<http://www.perkins.org/community-programs/btbl/>

Perkins School for the Blind
175 North Beacon Street
Watertown, MA 02472
Office: 617-924-3434
Fax: 617-926-2027

CHAPTER 13 MASSACHUSETTS PUBLIC LIBRARY SERVICE

AUTOMATED RESOURCE SHARING NETWORKS

The emphasis on cooperative activities that began with the establishment of the regional systems culminated in 1983 in the adoption of the Massachusetts Board of Library Commissioner's planning document for statewide library networking, *AUTOMATED RESOURCE SHARING IN MASSACHUSETTS*. Since that time, nine nonprofit computer-based networks have been established that serve public (and other types of) libraries. For more information and a map of the networks please visit <http://mblc.state.ma.us/libraries/networks/index.php>

LIBRARY NETWORKS FACILITATE RESOURCE SHARING

In its simplest definition, a library network facilitates the sharing of resources among libraries for the mutual benefit of their patrons. Objectives of a network can be summarized briefly:

- Shared access to collections through expanded interlibrary loan and borrowing privileges
- Coordinated collection development to avoid unnecessary duplication of materials
- Shared access to bibliographic data
- Continuing education and development of technical expertise of staff members.

AUTOMATED NETWORKS

CLAMS	Cape Libraries Automated Materials Sharing
C/WMARS	Central/Western Massachusetts Automated Resource Sharing
FLO	Fenway Libraries Online
MBLN	Metro Boston Library Network
MLN	Minuteman Library Network
MVLC	Merrimack Valley Library Consortium
NOBLE	North of Boston Library Exchange
OCN	Old Colony Library Network
SAILS	

For more information regarding your local network, contact your library director.

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

KEEPING UP TO DATE

Trustees are faced daily with complex issues, diverse responsibilities and difficult decisions. Board members must strive to develop competencies in diverse areas such as those outlined in this handbook. In addition, public library trustees are confronted by changing communities, technological innovations, an information-dominated society, and new trends in the professional library world.

Continuing education opportunities are available on the national, state and local level to offer support to both new and experienced trustees. There are approximately 50,000 public library trustees in the United States, with over 2,600 representing Massachusetts. By sharing information, discussing common problems and planning strategies for the future, trustees can most effectively fulfill their responsibilities.

Locally, the Massachusetts Board of Library Commissioners and the Massachusetts Library System offer comprehensive training and continuing education programs. For updates on local offerings, check continuing education calendars on the MLS and MBLC websites. and look for flyers and news announcements from the MBLC.

Be on the lookout for relevant seminars sponsored by community groups on general topics such as using volunteers, public service announcements, project management, and planning. Local businesses, corporations or colleges may have staff experts who can present special workshops for the board.

Trustees may also want to attend in-service training workshops designed for the library staff in order to become better acquainted with library operations.

LIBRARY ASSOCIATIONS

Trustees are eligible to join and attend meetings of the following organizations:

- Massachusetts Library Trustees Association (MLTA)
- Massachusetts Library Association (MLA)
- Massachusetts Friends of Libraries (MFOL)
- New England Library Association (NELA)
- American Library Association (ALA)
- Association of Library Trustees, Advocates, Friends and Foundations (ALTAFF)

MASSACHUSETTS LIBRARY TRUSTEES ASSOCIATION

In service to public libraries since 1952, MLTA's stated primary goal is to foster excellence in public library service within the commonwealth. MLTA works toward this goal by providing continuing education opportunities to trustees; by encouraging trustees to become advocates for

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

public library service; and by promoting the enactment of legislation and funding favorable to public library services. Current and former trustees, librarians, friends of the library and anyone with a sincere interest in Massachusetts libraries may join. Only current trustees and former trustees may vote on MLTA business. MLTA publishes a newsletter 4 times per year.

Massachusetts Library Trustees Association (MLTA)

P.O. Box 1503

Wakefield, MA 01880

<http://mla.memberlodge.org/MLTA>

MASSACHUSETTS LIBRARY ASSOCIATION

MLA is the state association acting as an advocate for excellence in library service throughout the commonwealth. They promote library service standards and legislative initiatives; provide opportunities for career growth and support; and seek a strong and representative membership.

MLA had its beginnings in the Massachusetts Library Club, organized in 1890. Its goals are to ensure that every person in the commonwealth has reasonable access to library resources and services of the widest scope and highest quality through academic, institutional, special, public, school and other library and media centers.

MLA strives to uphold the rights, promote the responsibilities, and encourage the professional development of the commonwealth's media specialists and librarians. It works to safeguard the rights of library users, libraries and librarians in matters touching upon intellectual freedom and censorship in accordance with the First Amendment to the Constitution of the United States and the Library Bill of Rights.

MLA sponsors an annual conference and occasional workshops, which provide opportunities for continuing education for the library community.

Massachusetts Library Association (MLA)

PO Box 535

Bedford, MA 01730

phone: 781-275-7729

fax: 781-998-0393

mlaoffice@masslib.org

<http://mla.memberlodge.org/>

MASSACHUSETTS FRIENDS OF LIBRARIES

The Massachusetts Friends of Libraries, Inc., founded in January 1992 as a non-profit organization, is committed to serving all of the state's libraries. The organization proposes "to

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

create a network for sharing information, to help in forming and nurturing Friends of Library groups, and to boost the image and services of our libraries." MFOL has pledged to cooperate with all the appropriate national, state and regional organizations in pursuit of the best possible library and information services for all patrons. They work to create a network to provide information and technical assistance to local Friends groups, sponsor fundraisers, workshops, and roundtables. MFOL produces a membership directory of Friends groups across Massachusetts, and distributes periodic newsletters.

Massachusetts Friends of Libraries (MFOL)

835 Main Street

Acushnet, MA 02743

<http://mla.memberlodge.org/mfol>

NEW ENGLAND LIBRARY ASSOCIATION

Officially chartered in 1963, the New England Library Association is a regional organization whose membership represents a wide range of library-related interests. Its objectives are to initiate, plan and support regional activities; to encourage the exchange of ideas; to cooperate with regional and national agencies having related interests; and to stimulate library-related research in the region.

NELA memberships include a subscription to the NELA newsletter as well as membership rates at conferences, special workshops, symposia and programs throughout the area.

New England Library Association (NELA)

New England Library Association

55 North Main Street, Unit 49

Belchertown, MA 01007

413-813-5254

<http://www.nelib.org>

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

AMERICAN LIBRARY ASSOCIATION

The American Library Association, founded in 1876, spans the interests of all types of libraries: state, public, school, academic, government, industry, arts, armed forces, hospital and prison. Membership includes institutions, librarians, trustees and other interested persons.

The association publishes a monthly journal for the membership, *AMERICAN LIBRARIES*, and holds two major conferences each year (usually in June and January).

The **Association of Library Trustees, Advocates, Friends and Foundations** is the ALA division primarily concerned with the interests of trusteeship. However, other groups such as the Public Library Association (PLA), Library Leadership and Management Association (LLAMA) and many others provide cooperative support. Check the ALA web site for more information regarding divisions of ALA.

American Library Association

50 East Huron Street

Chicago, Illinois 60611

800-545-2433

<http://www.ala.org>

ALTAFF Office

109 S. 13th Street

Suite 117B

Philadelphia, PA 19107

(800) 545-2433, ext. 2161

<http://www.ala.org/altaff/>

FIVE WAYS ALTAFF CAN HELP YOUR LIBRARY:

- **LEGISLATION:** ALTAFF works closely with the other divisions of the American Library Association in promoting legislation in the interest of better library service
- **TOOLS:** Publications of library-related literature, periodicals and audio visual materials of importance to trustees
- **PROGRAMS:** Annual conferences and regional meetings include debates, dramatizations and workshops
- **SPEAKERS:** ALTAFF officers and Speaker's Bureau members will travel, speak and conduct workshops aimed at meeting trustee needs
- **RECOGNITION:** An ALTAFF jury selects outstanding trustees annually for citation by the American Library Association.

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

DO-IT-YOURSELF WORKSHOPS

Due to a number of factors, including limited time, busy schedules and sharp increases in travel costs, the popularity of local workshops is increasing. Board members within one library system or in cooperation with neighboring systems may collaborate on one-day workshops for trustees in their local area.

You might invite a trustee from another library to share his/her expertise in a particular area or to explain the "how-to" of a special project.

KEY POINTS IN PLANNING WORKSHOPS:

- Poll trustees on most convenient days and time of day
- Poll trustees and library directors on their needs and interests
- Ask the library director if a staff member with program and workshop planning experience could assist the board
- Decide on specific objectives for workshop
- Identify the targeted audience
- Keep it simple. Try to deal with one topic in depth rather than brief overviews of broader ones
- Plan details such as schedule and invitations
- Involve committee members to be sure things such as registration and lunch work smoothly
- Present topics in the most suitable format: speaker, film, panel discussion
- Provide printed materials for participants to take home
- Don't overlook evaluation sheets so you will know if you accomplished your purpose and what other areas would be good for future workshops
- Announce your projects and results in periodicals published by the MBLC, MLS, MLTA and ALTAFF
- Consider area, regional and statewide workshops
- Make sure that meetings are at a time and place when people can and will attend.

***Trustee Tip:* Invest in the future. The time, effort, and money spent for trustees and staff to learn more about their jobs will earn a high rate of return in the improved service to the community.**

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

CONTINUING EDUCATION POLICY

Board policy should include a statement in support of continuing education and training for both library staff and trustees. The library's budget should include monies for participation in various activities:

- At least one trustee membership in each professional organization. Consideration should be given to the payment of dues or fees for national library associations from operating funds. All board members should be encouraged to join these groups and participate.
- Funding for trustees and staff to attend local, state wide and national conferences.
- Funding to purchase special books and materials relevant to trusteeship.

Time should be allotted at board meetings to share articles of interest and reports from conferences that members attend. Have trustees present mini-workshops based on what they learn at meetings.

GETTING HELP

Massachusetts Attorney General
One Ashburton Place
Boston, MA. 02108
Tel: (617) 727-2200
<http://www.mass.gov/ago/>

(Springfield Office)
1350 Main Street, 4th Floor
Springfield, MA 01103-1629
Tel: (413) 784-1240

(New Bedford Office)
105 William Street, First Floor
New Bedford, MA 02740 -6257
Telephone: (508) 990-9700

(Worcester Office)
10 Mechanic Street, Suite 301
Worcester, MA 01608-2417
Phone: (508) 792-7600

Massachusetts Department of Revenue
Division of Local Services
PO Box 9569
Boston, MA 02114

CHAPTER 14 CONTINUING EDUCATION & ASSOCIATIONS

Tel: (617) 626-2300

Fax: (617) 626-2330

<http://www.mass.gov/dor/>

Massachusetts Municipal Association

One Winthrop Square

Boston, Massachusetts 02110

Tel: (617) 426-7272

www.mma.org

Massachusetts State Ethics Commission

One Ashburton Place

Boston, MA. 02108

Tel: (617) 371-9500

Fax: (617) 723-5851

<http://www.mass.gov/ethics/>

Office of the Secretary of the Commonwealth

Public Records Division

McCormack Building, Room 1719

One Ashburton Place

Boston, MA 02108

Tel: (617) 727-2832

Fax: (617) 727-5914

<http://www.sec.state.ma.us/pre/precon.htm>

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Fundraising Mistakes That Bedevil All Boards (and Staff Too) : a 1-hour guide to identifying and overcoming obstacles to your success by Kay Sprinkel Grace. 2004

A Library Board's Practical Guide to Finding the Right Library Director by Detroit Suburban Librarians' Round Table Succession Planning Committee. 2005

Measuring Board Effectiveness Questionnaire : a tool for strengthening your board by Thomas P. Holland and Myra Blackmon. 2004

The Successful Library Trustee Handbook by Mary Y. Moore. 2nd edition 2010

Taming the Troublesome Board Member by Katha Kissman. 2006

Trustee Facts File / Robert P. Doyle and Robert N. Knight, editors. 2004

The Ultimate Board Member's Book : a 1-hour guide to understanding your role and responsibilities by Kay Sprinkel Grace. 2004

GLOSSARY OF TERMS

A, B, C...

ACCREDITED LIBRARY SCHOOL

A college or university offering a library education program meeting standards of the American Library Association and officially accredited by a committee of ALA

ADA

Americans with Disabilities Act; this Act gives civil rights protections to individuals with disabilities; it impacts libraries as service providers and as employers

ALA

American Library Association; founded in 1876 to promote library service and librarianship; national conferences are held each year in different parts of the country; American Libraries, published monthly by ALA, provides library related information on a national level

ALSC

Association of Library Service to Children, a division of the American Library Association

ALTAFF

Association of Library Trustees, Advocates, Friends and Foundations, a division of the American Library Association

ARCHIVES

1) The organized body of noncurrent records of an organization which are preserved because of their continuing value; 2) The depository itself

ARIS

Annual Report Information Survey, a required reporting component of the State Aid to Public Libraries program

AUTOMATION

All aspects involved in using a computer system for such tasks as circulation, cataloging, acquisitions, interlibrary loans, etc.

BIBLIOGRAPHIC RECORDS

The cataloging information used to describe and access an item

BIBLIOGRAPHY

A list of documents which usually have something in common, such as by a given author or on a given subject

CATALOGING

The process of describing an item in the collection and assigning a classification (call) number

CHAPTER 78

The Massachusetts General Law which provides statutory authority for library services in Massachusetts

CIRCULATION

The activity of a library in lending materials to borrowers and the recording of these transaction

CLAMS

Cape Libraries Automated Materials Sharing network

COLLECTION DEVELOPMENT

A planned process of selecting and acquiring library materials to meet the needs of a library's community; cooperative collection development refers to a group of libraries working together

CONTRACTING LIBRARIES

Those libraries which, by contract with a regional library system, provide specified service(s) to other libraries within the region

COPYRIGHT

A right of intellectual property, whereby authors obtain, for a limited time, certain exclusive rights to their works; in the United States, copyright is exclusively federal law, and derives from the "copyright clause" of the Constitution (Art. 1, sec.8, cl. 8), which provides Congress with the power "to promote science and the useful arts by securing for limited times to authors...the exclusive right to their...writings"

C/W MARS

Central/Western Massachusetts Automated Resource Sharing

D, E, F, G...

DATABASES

The entire collection of information stored in the computer in machine-readable form; e.g., the patron database includes all of the information needed to identify a patron such as name, address, and telephone number

DATABASE SEARCHING

The use of computer equipment and perhaps telecommunications equipment to search specialized databases either inhouse or at a remote location to retrieve information; databases enhance the resources held by a library, allowing a library to quickly locate needed information by electronic means

DEPOSITORY LIBRARY

A library designated to receive all or part of the publications of federal, state, or local governments

EMAIL

Electronic Mail; a system of sending and receiving messages via computer and modem

H, I, J, K...

HTML

Hypertext Markup Language; the language used to create Internet web pages

HOMEPAGE

The first page a user sees at an Internet web site

ILL

Interlibrary Loan; the loan of material from one library to another

INTELLECTUAL FREEDOM

The right of individuals to exercise their freedom of inquiry, exclusive of invasion of privacy; this right is supported by the American Library Association and individual libraries through their commitment to the Library Bill of Rights and the Freedom to Read Statement as the rationale upon which librarians and media specialists should serve the people

INTERNET

A global network of computer networks

ISBN

International Standard Book Number

L...

LLAMA

Library Leadership and Management Association, a division of the American Library Association

LAN

Local Area Network; computers hooked together electronically to create one system

LIBRARY OF CONGRESS

Serves as the Library of the United States Congress; due to its resources and leadership, has assumed the role of a national library

LIG

Library Incentive Grant; the per capita award component of the State Aid to Public Libraries program

LSTA

Library Services and Technology Act; federal funds for library services; the funds allocated by Congress to this program are distributed to states annually to address the goals of LSTA according to each state's long range plan; LSTA funds are administered in Massachusetts by the Board of Library Commissioners

M...

MAR

Municipal Appropriation Requirement; a minimum requirement of the State Aid to Public Libraries program

MARC

Machine Readable Cataloging; the international standard format for the storage and exchange of bibliographic data (catalog cards) in machine readable form

MBLC

Massachusetts Board of Library Commissioners

MCET

Massachusetts Corporation for Educational Telecommunications

MEDIA

Printed and audio/video forms of communication, and any necessary equipment required to render them usable

MEG

Municipal Equalization Grant; the equalization award component of the State Aid to Public Libraries program

MFOL

Massachusetts Friends of Libraries

MGL

Massachusetts General Laws

MICROFORMS

Various types of films containing micro images of the texts of newspapers, books, and magazines; microforms are used to conserve space and deter pilferage; microfiche are 4" by 5" sheets of photographic film containing up to 72 pages of text per sheet

MLA

Massachusetts Library Association

MLIS/MLS/MSLS

Masters degree in Library and Information Science

MLN

Minuteman Library Network

MLTA

Massachusetts Library Trustee Association

MSLA

Massachusetts School Library Association

MULTITYPE

Consisting of public, academic, school, special, and institutional libraries and media centers

MVLC

Merrimack Valley Library Consortium network

N, O, P, Q...

NATIONAL LIBRARY SERVICES FOR THE BLIND AND PHYSICALLY HANDICAPPED

A division of the Library of Congress which offers free recorded and Braille-embossed books and magazines to individuals who experience visual and other physical conditions which limit their use of regular print

NEH

National Endowment for the Humanities

NELA

New England Library Association

NATIONAL LIBRARY WEEK

A week in April focused on libraries nationwide

NETWORK

A formal arrangement between libraries or other informational service organizations whereby materials, information, and services are exchanged and made available to potential users; in a technological sense, two or more organizations engaged in information exchange through telecommunications links

NOBLE

North of Boston Library Exchange

NON RESIDENT

A person not residing within or paying taxes to the governmental unit that provides funding for library service

NRC

Nonresident circulation offset; the per transaction award component of the State Aid to Public Libraries program

OCLC

Online Computer Library Center; a national shared cataloging data service

OCLN

Old Colony Library Network

OPAC

Online public access catalog; an automated catalog for patron use

OUTREACH PROGRAMS

Programs provided by a library to people who are unable to use the library directly because of geographical, physical, mental, or legal restrictions

PERIODICAL

A publication with a distinctive title intended to appear in successive numbers or parts at stated or regular intervals and, as a rule, for an indefinite time; magazines and newspapers are periodicals

PLA

Public Library Association, a division of the American Library Association

R...

RECIPROCAL BORROWING

An arrangement making it possible for a person registered at one library to borrow materials in person from other libraries upon presentation of a library card or other identification validated by the home library

RESOURCE SHARING

A cooperative arrangement among libraries to make available the resources of a library for use by the patrons of another library, usually through interlibrary loan or reciprocal borrowing

RETROSPECTIVE CONVERSION

The conversion of previously cataloged library materials to machine-readable form; retrospective conversion is most often undertaken in preparation for installation of a local automated (circulation/catalog) system or for a cooperative resource sharing project

S...

SACL

Statewide Advisory Council on Libraries

SELECTION

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

SHELF LIST

A kind of catalog or inventory of items as they appear on the library shelf

SHELF READING OR READING SHELVES

The examination of the arrangement of materials on the shelves to assure the material is in assigned order

SHELF READY

Purchasing books from a vendor in a pre-processed format, with plastic jackets, call numbers, bar codes, and cards already in place.

SLA

Special Libraries Association; a professional association of librarians who work in special libraries such as businesses, hospitals, law offices

STACKS

The area in which a series of bookcases or sections of shelving are arranged in rows or ranges and used for the storage of the library's collections

STATE AID TO PUBLIC LIBRARIES

State cherry sheet awards for strengthening and improving public libraries

SUBJECT HEADING

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

T...

TECHNICAL SERVICES

All the activities related to obtaining, organizing, and processing library items and maintaining them with repairs and renovation

TELECOMMUNICATIONS

The exchange of information by electrical transmission over great distances (i.e., telephone lines); telecommunications technology connects terminals to computer systems

TERMINAL

An electronic device for communicating with a computer (i.e., sending and receiving information to and from a computer); a terminal usually has a keyboard and a display screen and/or printer

TURNKEY LIBRARY SYSTEM

A complete information processing system provided by a vendor, including hardware, software, installation, and training

U, V...

UNION LIST

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

VERTICAL FILE

A file of pamphlets, clippings, pictures, or other documents kept in a filing cabinet and arranged for ready reference, generally by subject; sometimes called pamphlet file or information file

W, X, Y, Z...

WEEDING

The selection of library material from the collection to be discarded or transferred to storage because of its poor physical condition, outdated content, or limited popularity; weeding is an essential part of collection maintenance

WORLD WIDE WEB (WWW)

One part of the Internet in which information is presented using hypertext markup language; the web is accessed using a web browser such as Netscape or Internet Explorer; web access is provided for a fee from an Internet service provider such as AOL

YALSA

Young Adult Library Services Association, a division of the American Library Association