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# Tennessee Public Library Trustee Manual

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Tennessee State Library and Archives  
403 Seventh Avenue North  
Nashville, TN 37243

## PREFACE

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

Virginia Young, *The Library Trustee*,  
5<sup>th</sup> ed., p. 10

Trustees are legally and ultimately responsible for the library and its operation. Trustees work with the library director to promote the library's mission statement, set library policy, and spend public funds efficiently and effectively to meet the changing needs of the community.

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# INTRODUCTION TO TRUSTEESHIP

## A. The Library Board Assignment

### Library Board at the Local Level



A library board of trustees is a group of citizens to whom the oversight of the public library or library system is entrusted. Library trustees represent the library to the community and the community to the library. It is every trustee's obligation to work on providing and improving library services. Many nonprofit organizations have honorary boards or boards composed of major financial contributors. Library board positions are not honorary nor are they reserved for those who can make large financial contributions to the library. Library board members are volunteers who work hard to have a lasting influence on their community.

### What Is a Library Board Trustee?

A library board trustee acts on behalf of the community, and is “trusted” by the public to look after the public interest. A trustee is a library board member who is accountable to the public for the trust placed in him/her.

Working with this public trust means developing knowledge of legal duties and liabilities. It means actively participating in creating and reviewing library policies. It means working as part of a team – with the library director, staff members, Friends of the Library, volunteers, politicians, community leaders, and others – to develop the best possible library service. It means planning, funding, and evaluating that service. Finally, it means bringing the feelings and concerns of the community to library planning and bringing the “library message” to the community.

### Learning to Do the Job Well

Working on a library board is a great learning experience. Studying this manual and other materials generated for trustees by professional library associations or library consultants can provide the requisite “book learning” needed for such an experience. In addition, regional library staff and other trustees with long years of experience can be of great help. Any continuing education opportunity to improve skills and abilities to allocate public resources is time well spent. The community is the ultimate beneficiary of a job well done.

## **B. Basic Responsibilities of Trustees**

1. Employ a competent and qualified library director; provide an adequate and qualified staff; establish conditions of employment and provide for the staff's welfare; cooperate with the director in planning the library program and support its implementation; avoid participation in the administrative or operating aspects of the library.
2. Attend all board meetings and see that accurate records are kept on file at the library. The board meets regularly, and at a time and place that is convenient to the public. Individual absences from board meetings require justification and are noted in the minutes.
3. Know the appropriate local and state laws and actively support local, state, and national library legislation to improve and extend library service.
4. Determine the mission, short-range and long-range goals, and objectives of the library (re-examining them annually); adopt written bylaws, policies, rules, and regulations to govern the operations, program, and use of the library.
5. Determine the programs and needs of the library in relation to the community by remaining informed about community changes, trends, needs, and interests; be aware of public library standards and library trends.
6. Assist in the preparation of the annual budget and approve the final document.
7. Help secure adequate funds from appropriating agencies and other sources, if necessary, to carry out the library's programs; provide for building and space needs, maintain library property, and provide indemnity insurance for board members and the library director.
8. Be aware of services available through the regional library and the state library.
9. Establish, support, and participate in a planned public relations program.
10. Report regularly to governing officials and the general public on the library program.
11. Attend regional, state, and national trustee meetings and workshops, and affiliate with appropriate professional organizations, providing funds in the budget for involvement by trustees and staff.
12. Follow legal, professional, and ethical practices when making decisions and carrying out responsibilities.

13. Conduct board meetings that are open to the public and that abide by the Tennessee Open Meeting Law (*Tennessee Code Annotated*, Section 8-44-101 through Section 8-44-108).
14. Receive and review board meeting agenda in advance. The library board chair and the library director should prepare the agenda and background reading material at least one week prior to a meeting, unless the local situation dictates a different time line.
15. Conduct all meetings efficiently. Each member shares in leadership, fully participating in and contributing to the effectiveness of all board and committee meetings.
16. Conduct meetings with dignity and treat each trustee fairly.
17. Accept that the board acts as a unit. Differences of opinion are worked out in amicable discussion leading to final decisions.
18. Encourage the library director (who does not vote) to participate. The trustees (who do not manage the library) determine policy.

In addition, the board collectively represents the following characteristics:

- Occupational diversity
- Financial experience
- Political acumen
- Ethnic diversity in community
- Legal knowledge or understanding
- Age diversity
- Leadership experience
- No more than five members of the same sex

**NOTE:** See Appendix – A, *A Comparison of Responsibilities: The Local Board of Trustees, Local Library Director, and the Regional Library*

## C. Characteristics and Ethical Considerations of an Effective Trustee

The effective trustee is a dedicated, informed citizen who is knowledgeable about libraries and willing to be an active member of the board. The trustee must meet the primary requirements for serving on a public library board:

- **Time** to attend meetings, participate on committees, and read board materials and publications to learn about library services.
- **Interest** in library service that will enable him/her to acquire the skills and knowledge necessary to do the job.
- **Focused effort** to improve libraries and library service in a community and specified geographic area.

Individual trustees should strive to develop:

- Personal flexibility.
- Ability to work cooperatively.
- Knowledge of the community or area, its needs, interests, and resources.
- Relationships with local government officials.
- Awareness of legal responsibilities and authority.
- Ability to ask pertinent questions of the library administration on programs, policies, and functions.
- Knowledge of the local library's role in the regional, state, and national library network.

In addition, trustees should avoid situations in which personal gain or personal interest prevails at the expense of library patrons, staff, or the institution as a whole. Trustees should always excuse themselves from voting whenever a conflict of interest exists and should acknowledge the formal position of the board even if they personally disagree.

Trustees should respect the confidentiality of library users and should be prepared to support First Amendment rights to the fullest extent possible.

**NOTE:** See Appendix – I, *American Library Association Documents . . . Ethics for Public Library Trustees*.

## D. Orientation of New Trustees

The library director should work with the library board chair to ensure that a new trustee receives the following:

- Bylaws and policies of the board.
- The library's long-range and technology plans.
- Local laws, charter, or contracts pertaining to the library.
- A list of trustee names, street and e-mail addresses, home and work telephone and fax numbers, term appointment and expiration dates.
- A list of board committees, their members and functions.
- A list of elected and appointed officials of the governmental unit which the library serves, with street and e-mail addresses, telephone and fax numbers, and projected meeting schedules.
- An annual calendar of scheduled meetings of the board and committees, legal requirements and deadlines, dates for officer election, and budget preparation.
- An organizational chart for the library, which includes names, titles, and responsibilities.
- Staff job descriptions, salaries, and salary schedule.
- A comparison of responsibilities among local board trustees, library directors, and the regional library.
- The library's annual report.
- The library's current and previous year's budgets.
- The director's reports for the previous six months.
- Minutes of the board for the previous six months.

A copy of this manual should always be available for reference in the library. In addition, *Tennessee Minimum Standards for Non-Metropolitan Public Libraries*, revised 1996, provides an excellent summary and organizational chart of the levels of public library service in our state.

The orientation should include a tour of the library, conducted by the library director, to explain general operations, introduce the staff, and demonstrate how the programs and services are delivered.

Once the trustee has had time to review the written materials, a meeting is recommended with experienced board members and the library director to clarify the above, including the library's relationship to governing authorities, the regional system of the State Library, and to state and national associations.



## E. Continuing Education

Ongoing learning and training are essential for effective library trusteeship. Many opportunities are available for trustees to update their knowledge and skills, including:

- Setting aside time at each meeting to review an aspect of the library's administration or services.
- Rotating meeting locations at branches of a system.
- Working together so that all members may learn about all issues.
- Dividing committees into rotating subcommittees to give trustees a more in-depth understanding of board duties and responsibilities.
- Planning a retreat for a time period longer than board meetings away from the regular meeting site.
- Participating in Tennessee Library Association (TLA), Southeastern Library Association (SELA), Public Library Association (PLA), and American Library Association (ALA) meetings.
- Attending the annual Tennessee Library Association Conference, the Southeastern Library Conference, the Public Library Association Conference, and the American Library Association Conference.
- Attending the annual Tennessee State Trustees Workshop.
- Attending in-service training provided by the regional library.
- Reading literature related to the work of the trustee.
- Taking advantage of local venues for programs of topical interest, i. e., university-sponsored seminars.

Memberships in TLA, SELA, and ALA help support services and publications designed for trustees. It is legal and good practice for a library board to budget for:

- Memberships in professional organizations.
- Expenses incurred in attending conferences.
- Expenses for short courses on library and trustee topics.
- Expenses for workshops and in-service training.

# LIBRARY BOARD MEETINGS

## A. Bylaws, Officers, and Committees

### Bylaws



It is essential that all library boards establish bylaws. Bylaws are rules that govern the internal affairs of the board. Bylaws contain such information as:

- Duties, powers, and terms of officers.
- Definition of quorum and attendance requirements.
- Cause for removal from the board.
- Regular meeting schedule.
- Provisions for calling special meetings.
- Appointment and duties of standing committees.
- Provision for special committees.
- Required reports, yearly timetables.
- Provision for amending bylaws.

**NOTE:** See Appendix – B, *Sample Public Library Board of Trustees Bylaws*.

### Officers of the Board

A public library board should establish a number of board officers through its bylaws. Usually, the creation of the position of chair, vice-chair, secretary, and treasurer, or secretary/treasurer is suggested. Some consideration should be given regarding the procedures for nominating new officers and for the smooth transition between old and new officers.

**NOTE:** See Appendix – C, *Sample Library Board Job Descriptions*.

### Committees

Since all the information that the board needs to operate effectively cannot be acquired in the course of regular meetings, some committee work is usually delegated. Some boards have standing committees, such as a budget and finance committee, a building(s) and equipment committee, a planning committee, a policy review and development committee, a public relations committee, a personnel committee, and/or others. Special committees and task forces, which may include members from outside the board, are sometimes used. Subcommittees of standing committees may also be named.

## B. Board Structure and Meetings

### Structure

A board of trustees must know and understand the basic structure of the board to function effectively. The number of trustees and how they are appointed or selected is established in accordance with *Tennessee Code Annotated* 10-3-102. Every board adopts bylaws to govern the selection and duties of its officers and committees, and the conduct of business.

**NOTE:** Tennessee laws can be found on the Internet at <http://www.tennesseeanytime.org/main/government/laws.html>. Select “Tennessee Code” as published on the web by Lexis Law Publishing. Then select “public libraries” to search for laws regulating public libraries.

### Meetings

The usual business of the board is transacted through open, public meetings. The Tennessee “Open Meetings Law” as outlined in *Tennessee Code Annotated* 8-44-101 through 8-44-108 provides that the actions of the library board be conducted openly. Under the provisions of this law, all meetings at which action is taken must be open and public; any person may attend without registering or meeting any other requirement for attendance. Public notice of regular and called meetings is required.

### Preparing for the Meeting

Meetings should be carefully planned. Minutes from the previous session and the agenda, together with documents and explanatory materials for the scheduled meeting, should be distributed at least five days in advance of the meeting date. A concise notation on the agenda explaining an item will equip board members to deal quickly with minor items and save time for in-depth discussions of more important events and plans.

### The Agenda

The agenda should state the time and place of the meeting, and the meeting should start and end on time. The agenda should be prepared jointly by the board chair and the library director with input from other board members and staff. The presiding officer can make sure the agenda lists items in the order of importance to ensure that essential matters get first consideration. The board chair should move quickly through routine items of a traditional agenda, dispensing with the reading of distributed minutes and requiring written, advance reports whenever possible.

**NOTE:** See Appendix – D, *Sample Library Board Meeting Agenda*.

To handle business expeditiously at meetings, some boards have adopted the following rules:

- Limit presentations to five minutes in most cases and present reports in writing and in advance when possible.
- Limit opinion statements to three minutes.
- Listen attentively to others, refraining from interrupting another member.
- Arrive on time and stay until the end of the meeting.
- Notify the library director of an expected absence or tardiness.
- Attend regularly (the bylaws frequently contain a condition that a member who misses three consecutive meetings without legitimate reason shall be removed).
- Treat as confidential matters disclosed in legal executive sessions.
- Know enough parliamentary procedure to assist in moving the meeting along with timely motions and correct methods of disposing issues.
- Hold a high standard of ethics.
- Follow all board rules and procedures which carry out the law.

The chair is charged to encourage discussion without letting matters get out of hand. Every trustee should have a chance to speak and to be heard. The policy for audience comments should be announced by the chair at the beginning of the meeting.

### **Minutes**

Minutes are the official record of a board's action and must be accurately taken, held on file, and made available for public inspection. The board secretary should be responsible for taking notes as a basis for writing or editing the minutes. A staff member may record the minutes to allow all board members to participate fully in discussion.

Useful minutes include actions taken, topics discussed, and major points of discussion. As legal reference of board activity, they must be put in writing, circulated for reading and comment, and adopted at a formal business meeting.

**NOTE:** See Appendix – E, *Sample Library Board Minutes*.

## POLICY– MAKING AND THE BOARD



Policy-making is one of the library board's most important responsibilities. Policies established by the board govern and guide all phases of the public library's operation. Through the development of policies, the board sets the direction of the library. Effective policies are management tools for running the library. The board, with the help of the director and staff, create these tools, while the director and staff use them.

### **What Are Policies?**

Policies reflect the mission and purpose of the library. Policies are carefully designed, broadly stated, written guidelines for decision-making. They provide direction and consistency in day-to-day service to the community. They protect the rights and assure fair treatment of all patrons and staff. They are flexible enough to apply to all library situations yet structured enough to provide direction.

Policies should reflect the needs of a community. Library boards exist to represent the people, and policy decisions generally have the most frequent impact on individuals throughout the community. Policies must conform to local and state statutes.

### **Good Policies Will:**

- Inform the community and library of the board's intent, direction, goals, and objectives.
- Guide the director and staff in implementing board decisions.
- Clarify the roles of the board, director, and staff.
- Provide consistency in service to the community and in the day-to-day operation of the library.
- Guide decision-making in sensitive situations, particularly in the area of intellectual freedom.
- Assure fair treatment and protection of the rights of all patrons and staff members.
- Encourage informed and proactive decision-making by anticipating needs and problems before they reach the crisis stage.

### **Characteristics of Good Library Policies:**

- Policies should be in writing.
- Policies should be stated in explicit language.
- Policies should be clearly explained to staff and available for review by all library users.
- Policies should reflect the library's goals and objectives.
- Policies should be consistent.
- Policies should comply with current local, state, and federal statutes.
- Policies should be reasonable and capable of being implemented.
- Policies should be subject to change but relatively stable.

- Policies should be subject to regularly scheduled review and revision by the library board of trustees.
- Policies should be applied fairly to everyone.
- Policies should include a mechanism for patrons to request exceptions to or revisions of specific policies.

### **Who Makes Policy?**

Only the board of trustees has the legal responsibility and authority to make policy. However, the process works best when the library director and staff are involved in researching options, drafting policies, making reports and recommendations to the board. All policies must be formally adopted by the board in a meeting conducted according to the Open Meeting Laws. Policies adopted by any other method may not be valid if challenged by patrons.

### **Things to Consider When Writing a Policy:**

- What is the subject of this policy?
- Why do we need a policy on this subject?
- Who will be affected by this policy?
- Who should be involved in helping to develop this policy?
- What are the important elements to include in this policy?
- Who should review this policy before it is approved?
- Who will be expected to enforce this policy?
- How will the people who have to enforce the policy be notified that the policy is in effect?
- Who will train the appropriate people to enforce the policy?
- How will new people who are hired learn about the policy?
- How will the board of trustees know that the policy is working as it was intended?

### **Policy Manual**

For ease and efficiency, all library policies should be gathered together, preferably in a loose-leaf notebook or manual. The policy manual is prepared from those formally adopted written policies with the date of adoption or re-adoption. Library policies must always be accessible to the public, board, and library staff.

The manual should be reviewed annually and updated as the board of trustees amend old policies or add new policies throughout the year. Any updates must be adopted in a formal open meeting, although the actual drafting of revisions may be delegated to library staff.

When updating the policy manual, the library board of trustees should review each policy to determine whether there is still a viable reason to have the policy in the first place. Then the board must determine if the policy is still effective and is still legal. Each policy should be reviewed to determine if it is reasonable, legal, and

applied equitably. Policies which do not meet these criteria should be eliminated. There is nothing wrong with eliminating long-standing policies which have outlived their original usefulness.

– Adapted from: *Utah Public Library Trustee Handbook*  
*Nebraska Trustee Handbook*  
*Virginia Public Library Trustee Handbook*  
*Michigan Public Library Trustee Manual*

**NOTE:** See Appendix – F, *Public Library Policy Checklist*.

## TRUSTEE LIABILITY



Trustees are decision-making boards and are legally responsible for their decisions. The legal power of a library board derives from its action as a body. The public trust involves an assumption of protection of the public interest; the standard used is that of prudent action, action which may not be perfect, but is as well informed as possible and reflects sound judgment.

Public agencies can be liable for damages arising out of the conduct of their boards, individual board members, or employees to the same extent as if the board member were a private person or a corporation. Since it is debatable whether state laws grant any significant immunity to public officials, it would seem prudent to retain adequate insurance coverage, sometimes referred to as “Errors and Defense” insurance.

It is also important to note that according to the judicial system of the United States, if a board, its members, or the library staff are non-labile, or if they have been conducting themselves in an appropriate manner, they can still be sued. Even if the suit is without merit, the library board would still need to take the time and money to defend itself against the charges. If the library board, or any of its individual members violate the trust the public has placed in them, they may be enjoined from acting as trustees, suspended, removed, made to pay civil damages, criminally fined, or convicted and sentenced to terms of imprisonment.

There are several major areas where liability may be incurred:

- Errors or mistakes in the exercise of authority  
*Example:* An agency might be liable for the board’s “error in the exercise of authority” if the board were to authorize purchase of land for a new library building (authority granted by law) and the land was a hazardous waste dump (an obvious mistake in the exercise of that authority).
- Acts in excess of the authority granted to the trustee  
*Example:* An agency can be held liable for “acts in excess of authority” if the board is exercising a power not granted by law. Examples of this might be a board member who gives a library staff member an order wanting to examine the circulation records of an employee or customer in violation of his civil rights.
- Failure to act when one should have acted (nonfeasance)  
*Example:* “Nonfeasance” involves any area where common sense would have dictated board action and no action was taken. The board action may be something required by law or may be an action to stop actions that are illegal. For example, if a conflict of interest is known to exist on the board in regard to a particular contract award, failure to deal with that conflict could result in a lawsuit.



- Negligence
- Intentional violations of civil law
- Acts in violation of statutes, bylaws, and regulations

### **Defenses for Liability**

Trustees can undertake to lessen the possibility of personal liability. Some measures, listed in no particular order, are:

- Purchase of errors and defense insurance for the board.
- Work with other trustees as a team.
- Through bylaws, force resignation of trustees who do not participate.
- Retain and employ the services of a qualified attorney who reads the agenda, minutes, and resolutions passed by the board and advises accordingly.
- Invite the principal governmental unit(s), of which the library is a part, to audit the records and accounts of the library at least once every two years.
- Adopt rules, regulations, and policies which are in writing and keep them up to date. Post the rules, regulations, and minutes in a public location to avoid any charge that the information is being kept secret.
- Abstain from voting for or against any proposed action if you have insufficient information on which to base your opinion. Ensure that minutes of the meetings reflect your vote.
- Refuse to allow the existence of conflicts of interest on the board for yourself or other trustees. An example of conflict of interest is a person being a trustee of the library and also being the library board's attorney, investment advisor, banker, insurance consultant, accountant, or purveyor of goods and services which the library purchases. A general rule is that a trustee may not receive any profit whatsoever in dealing with its beneficiary.

## THE LIBRARY DIRECTOR'S ROLE



Boards need timely information as they are expected to make recommendations, to identify problems and cope with them, and to plan and promote library services. Trustees supply ideas from their community contacts, while the library director supplies background and facts on which decisions are made. The board often expects the library director to:

- Act as technical advisor to the board.
- Recommend employment of all personnel and supervise their work.
- Attend all board meetings and serve as secretary of the board if required; to retain board meeting records on file at the library.
- Supply data to keep the board appropriately informed about the library's status and activities. Routine figures, like circulation data and financial records, should be standardized in format, presented promptly, and interpreted by the library director.
- Provide background facts and figures for making recommendations, including data used by the library director in carrying out the job.
- Raise questions and expose problems as soon as they arise so that the board can provide solutions.
- Be honest about the library's successes and failures.
- Make the board aware of trustee workshops provided by the regional library center and the Tennessee State Library and Archives and other organizations so that trustees can take advantage of opportunities which contribute to a more knowledgeable, effective board.
- Know the appropriate local and state laws and actively support local, state, and national library legislation which would improve and extend library service.
- Make the board members the most informed people in the community regarding what the library is doing and what it could do.
- Carry out the policies of the library as adopted by the board; recommend needed policies for board action; recommend short-range and long-range goals and objectives for the library.
- Be informed about community changes, trends, needs, and interests and ask the trustees to serve as community representatives in gathering information on what users think, what needs are not being met, and how well the library is performing; carry out plans for extending services of the library; remain aware of public library standards and library trends.
- Prepare an annual budget for the library in consultation with the board and give a current report of actual expenditures against the budget at each meeting.
- Report regularly to the library board and, in cooperation with the board, to the officials of local government and the general public.
- Make full use of regional and state library services.
- Maintain an active program of public relations in cooperation with the plans of the library board.

- Affiliate with state and national professional organizations, attend professional meetings and workshops, and provide professional development opportunities for the staff and board.

**NOTE:** See Appendix – A, *A Comparison of Responsibilities: The Local Board of Trustees, Local Library Director, and the Regional Library.*

## STRATEGIC PLANNING



A library's strategic plan provides a map for the future direction of the institution. *Planning for Results*, the latest public library planning model recommended by the Public Library Association (PLA), was published in 1998 and streamlined from an eight-month process into a four-month timeframe by Sandra Nelson in her 2001 publication, *The New Planning for Results; a Streamlined Model*. Ms. Nelson was Chair of the PLA Revision Committee which initially developed *Planning for Results*.

*The New Planning for Results* posits a planning committee made up of community leaders with constituencies who identify community needs and the potential for overcoming those needs. The group explores the library's role in addressing some of these needs, whether it should be a collaborative effort, and what would be more appropriate for other agencies to undertake. Representatives of the library staff and board round out the committee. The chair may serve as facilitator, or outside assistance may be requested with that role.

**NOTE:** See Appendix – G, *The New Planning for Results – Community Stakeholders*.

### Library Service Response Options

The planning committee prioritizes three to five library service responses from a list of thirteen nationally recognized options:

- **Basic Literacy:** A library that offers Basic Literacy service addresses the need to read and to perform other essential daily tasks.
- **Business and Career Information:** A library that offers Business and Career Information service addresses a need for information related to business, careers, work, entrepreneurship, personal finances, and obtaining employment.
- **Commons:** A library that provides a Commons environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.
- **Community Referral:** A library that offers Community Referral addresses the need for information related to services provided by community agencies and organizations.
- **Consumer Information:** A library that provides Consumer Information service helps to satisfy the need for information that impacts the ability of community residents to make informed consumer decisions and to help them become more self-sufficient.

- **Cultural Awareness:** A library that offers Cultural Awareness service helps satisfy the desire of community residents to gain an understanding of their own cultural heritage and the cultural heritage of others.
- **Current Topics and Titles:** A library that provides Current Topics and Titles helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.
- **Formal Learning Support:** A library that offers Formal Learning Support helps students who are enrolled in a formal program of education or who are pursuing their education through a program of home-schooling to attain their educational goals.
- **General Information:** A library that offers General Information helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.
- **Government Information:** The library that offers Government Information service helps satisfy the need for information about elected officials and governmental agencies that enable people to participate in the democratic process.
- **Information Literacy:** A library that provides Information Literacy service helps address the need for skills related to finding, evaluating, and using information effectively.
- **Lifelong Learning:** A library that provides Lifelong Learning services helps address the desire for self-directed personal growth and development opportunities.
- **Local History and Genealogy:** A library that offers Local History and Genealogy service addresses the desire of community residents to know and better understand personal or community heritage.

More library service responses may be customized if necessary. Staff and board provide background information and feedback. The library board must approve the process and the finished plan.

### **The Written Plan**

Staff actually write the plan – the vision and mission statements, goals, objectives, and activities which comprise the annual work program. The bulk of the document is stated in outcomes, or what the public will receive as a benefit of the service provided. A planning horizon of three years has been suggested by the Tennessee State Library and Archives.

Once completed, the plan provides a framework for library decisions and drives the library's resource allocation. Staff are charged to implement, adapt, adopt, and modify this living document as projections change. Progress is reported to stakeholders (the planning committee, board, and local government) at regular intervals.

**NOTE:** See Appendix – G, *The New Planning for Results – Sample Planning Timeline*.

*Managing for Results*, published in 2000, continues to address the issue of resource allocation, or reallocation, to accomplish the plan. Workforms are provided to ensure that the most cost-effective and efficient activities are translated into a program budget, in addition to the familiar line item chart. This moves the plan from paper to implementation and success.

**NOTE:** See Appendix – G, *The New Planning for Results – Allocating Resources*.

## BUDGETING FOR LIBRARY SERVICE



### **The Trustee's Role in the Budgeting Process**

The trustee's role regarding budget and fiscal responsibility of the library reflects the public trust mirrored in all aspects of the trustee's job. To acquire necessary funds for library operation, trustees assist the library director in planning and submitting an annual budget to the appropriate governing body. The board is responsible for reviewing the budget submitted by the director and, based on available data, recommending changes that may seem necessary. The board and director work cooperatively to prepare the annual budget request, involving the staff, volunteers, Friends, and community members as appropriate. The budget request should reflect the mission statement, goals, and objectives of the library. Library trustees may be expected to assist the library director in the budget presentation and are expected to be strong advocates for a budget that supports a successful annual plan of service. Trustees are also responsible for adopting policies regarding authorization for the disbursement of funds and the accounting for use of public funds.

The library director prepares the budget based on present and anticipated needs of the library. The director also recommends a spending plan within the budget allotment and any revisions in planned expenditures. The director may present the budget at hearings and supply facts and figures to the board to aid in interpreting the library's financial needs. In the purest model, the trustees present the budget and the director is available for questions.

### **Steps in Preparation and Presentation of the Budget**

- The library director determines the budgetary requirements and prepares a preliminary budget based on program priorities and anticipated costs.
- The preliminary budget is evaluated by the library board of trustees as a tool to attain the mission, long-range goals, and objectives of the library. This allows for innovation and implementation of new programs.
- The financial obligations of libraries fall into three major cost categories: personnel, information resources or material needs, and operational expenses.
- The final library budget should reflect input from the library board and the staff, and should comply with the format used by the funding body.
- The library director, with the assistance of the library board, presents the final budget to the funding authority. An effective presentation emphasizes accomplishments, is truthful and concise. The presenter should recognize constraints on funding bodies and be prepared to defend any requests and answer any questions.
- The final, approved budget is implemented by the library director and is monitored and evaluated by the library board of trustees on a regular basis.

## PUBLIC RELATIONS AND ADVOCACY



### **Trustees – The Link Between the Library and the Public**

All trustees perform the most basic public relations role – serving as a channel for information between the library and the community. This includes assuming the job of interpreting the programs, policies, and services of the library to the general community. Trustees should attend meetings and informal gatherings and speak up in favor of the library. Trustees also become the “listening ear” for the library, learning from the community what their concerns are and conveying that information at board meetings. Trustees should learn to be good listeners, ask open-ended questions, and probe for the facts behind opinions.

Trustees work together with the library director to project a positive image of the library to the community. The trustee who is an ardent supporter of the library will become known in the community as the person to whom patrons can come for information about the library’s policies. Through the director, the board may ask the community for advice via surveys or questionnaires and may implement useful suggestions. Trustees promote the library’s services and needs to community leaders, business people, and to other civic agencies.

### **Public Relations Responsibilities**

In addition to serving as a conduit for information and support between the library and the community, trustees have several other responsibilities which are related to public relations:

- *Hire a good director* – It is the board’s responsibility to hire the best director they can for the job.
- *Provide quality service* – The board should review the library’s general policies manual to ensure quality service. No amount of good public relations can make up for bad service. Trustees should ensure that library services are evaluated at regular intervals.
- *Adopt a public relations policy* – The board should work with the director to develop a strong public relations policy for the library. This public relations policy guides the library director in the development of a schedule of activities to promote the library’s role and to market its services and materials.
- *Publicize the library* – There are many channels for publicity available to the public library. News releases, program flyers, radio and television announcements, cable TV shows, community organizations’ newsletters, bulletin board space, and announcements at club meetings, civic associations, and through local businesses’ newsletters are all possible. Although the mechanics of public relations are performed by the library director, trustees may be involved in approving publicity campaigns. Also, libraries often do not have enough staff to cover all the best publicity channels, and trustees can help.



- *Explain the library budget* – As the public officials responsible for the use of public funds, trustees are accountable to the community for that money. A great deal of the trustees’ “public relations” role may involve explaining how the library fund is expended.
- *Use the library* – Trustees should be users of the library’s resources and materials and should visit the library regularly. They should not expect or ask for personal exceptions to the library’s rules and regulations.

Trustees should:

- \* Have library cards.
- \* Attend special events at the library and help to publicize them.
- \* Assist with surveys of the community.
- \* Encourage the development of a Friends’ group or Foundation.
- \* Make public presentations on behalf of the library.

The trustees’ vocal and visible enthusiasm for the library will attract others. If a trustee is negative about a change, discouraged by the lack of prospects for staffing, funding or building space, or lax in fulfilling trustee duties, the library is placed in a negative light. A trustee who is knowledgeable, enthusiastic, and supportive of the library will serve as the library’s best public relations advocate.

### **Advocacy**

A trustee is the library’s best and most credible advocate for excellence in library service. Trustees are knowledgeable about library issues and, as citizens, reflect the needs and concerns of the community. Library staff, while skilled and passionate, can be perceived as having a vested interest. As volunteers, trustees’ words hold weight with community leaders and government officials.

It is the responsibility of the library board to support and to advocate for the library. As a group, the library board has a responsibility to:

- Be informed on local, state and national issues and legislation which may affect libraries.
- Advocate, support, defend, and speak out about library issues with citizens, government leaders, and elected officials.
- Communicate to the community on a regular basis about the library.
- Establish a marketing and public relations plan.
- Evaluate the success of the marketing and public relations plan.
- Include funds in the budget for marketing and public relations.
- Look at the library itself as a public relations function: Good service is the foundation for good public relations. How are people treated in the library? Is the library a welcoming place, a service operation, a place where users matter and are helped?

**NOTE:** See Appendix – H, *Checklist for Image*.

As individuals, library trustees should:

- Be well-informed, vocal, and visible in the community.

- Share the plans, policies and progress of the library with individuals and community groups.
- Listen to the community and ask questions about what people know of the library.
- Speak about the library before community organizations.
- Work closely with government officials.
- Learn about other libraries and other service options.

### **The Community**

The trustee is a link between the library and the community. The library board represents the needs and wishes of the community to the library director and also represents the needs of the library to the community.

The community consists of many constituent groups. It is useful for the board to consider them separately:

- Taxpayers and voters
- Library users
- Friends of the Library
- Residents of the library's neighborhood
- News media
- Businesses
- Civic organizations
- Local and state, elected and appointed, officials

It is important for the board to be involved in the community and to support the library in a positive manner. To be effective, the board must know the library well and understand the library's relationship to all constituent groups. Trustees must be willing to listen and to speak for the library.

In terms of the relationship between the community and the library, trustees are library advocates and planners/implementers. To be a library advocate means thinking, speaking, and acting in the best interests of the library. To be a public relations planner and implementer requires developing a sense of the interrelationship between the library as an institution and the community as a whole, to be alert to changes in that relationship, and to consciously attempt to influence the course of that relationship

Adapted from: *Utah Public Library Trustee Handbook*  
*Nebraska Trustee Handbook*  
*Michigan Public Library Trustee Handbook*

## FOR MORE INFORMATION – SUGGESTED RESOURCES

### General

*Alabama Public Library Trustee Manual.* George Stewart for the Alabama Public Library Service, 2000.

*Florida Public Library Board Manual.* Elizabeth A. Curry and Susan Sellers Whittle, Editors. State Library of Florida, Division of Library and Information Services, 1988.

*Intellectual Freedom Manual.* 5<sup>th</sup> ed. Office for Intellectual Freedom, American Library Association, 1996.

*The Library Trustee; a Practical Guidebook.* 5<sup>th</sup> ed. Virginia G. Young, ed. American Library Association, 1995.

*The Library Trustee and the Public Librarian.* Lorraine Williams. Scarecrow Press, 1993.

*Michigan Public Library Trustee Manual.* Library of Michigan, 1998.  
<<http://www.libofmich.lib.mi.us/publications/trusteetoc.html#toc>>

*Nebraska Trustee Handbook.* Nebraska Library Commission and the Nebraska Library Association. Revised, 1997; updated, 2001.  
<<http://www.nlc.state.ne.us/libdev/trustee/toc.html>>

*Tennessee Code Annotated.* Title 10. “Public Libraries, Archives and Records.” Lexis Law Publishing, 1999.

*The Trustee of a Small Public Library.* 2<sup>nd</sup> ed. Virginia G. Young, ed. ALA Small Libraries Publications, no. 1, 1992.

*Trustees, Friends, and the Law.* Arlene Bielefield and Lawrence Cheeseman. Neal-Schuman, 2001.

*Utah Public Library Trustee Handbook.* Utah State Library Division, 2001.  
<<http://www.state.lib.ut.us/trusteehb.html>>

*Virginia Public Library Trustee Handbook.* Ida R. Patton; revised by Wayne Modlin. Library Development and Networking Division, The Library of Virginia. Revised edition, 1999. <<http://www.lva.lib.va.us/ldnd/trustee/>>

*Wisconsin Library Trustee Resource Page.* Wisconsin Public Library Development, 2002. <<http://www.dpi.state.wi.us/dltcl/pld/trustee.html>>

*Working Together: a How-To-Do-It Manual for Trustees and Librarians.* James A. Swan. Neal-Schuman, 1992.

*Working with Library Boards: a How-To-Do-It Manual for Librarians.* Gordon S. Wade. Neal-Schuman, 1991.

## **Administration**

*Administration of the Small Public Library.* 4<sup>th</sup> ed. Darlene E. Weingand. American Library Association, 2001.

*Hiring Library Employees: a How-To-Do-It Manual.* Richard E. Rubin. Neal-Schuman, 1993.

*Selecting a Library Director: A Workbook for Members of a Selection Committee.* Revised. Jack Cole & Suzanne H. Mahmoodi. Friends of the Library Development and Services Library, St. Paul, Minn., 1996.

## **Americans with Disabilities Act (ADA)**

*Library Buildings, Equipment, & the ADA: Compliance Issues and Solutions.* Susan E. Cirillo and Robert E. Danford, eds. Library Administration and Management Association, 1996.

*Serving the Disabled: a How-To-Do-It Manual for Librarians.* Keith C. Wright and Judith F. Davie. Neal-Schuman, 1991.

## **Construction**

*Building Blocks for Library Space; Functional Guidelines.* American Library Association, 1995.

*Checklist of Library Building Considerations.* 4<sup>th</sup> ed. William W. Sannwald. American Library Association, 2001.

*Countdown to a New Library: Managing the Building Project.* Jeannette Woodward. American Library Association, 2000.

*Determining Your Public Library's Future Size: a Needs Assessment and Planning Model.* Lee B. Brawner and Donald K. Beck, Jr. American Library Trustee Association, 1996.

*Financing Public Library Buildings.* Richard B. Hall. Neal-Schuman, 1994.

*Library Facilities and the Law.* Arlene Bielefield and Lawrence Cheeseman. Neal-Schuman, 2001.

*Planning the Small Library Facility.* Anders C. Dahlgren. Small Libraries Publications Series, no. 23. Library Administration & Management Association, 1996.

*Public Library Space Needs: a Planning Outline.* Anders C. Dahlgren. Wisconsin Department of Public Instruction, 1998.  
<<http://www.dpi.state.wi.us/dlcl/pld/plspace.html>>

*Wisconsin Library Building Project Handbook.* 2<sup>nd</sup> ed. Anders C. Dahlgren. Wisconsin Dept. of Public Instruction, 1992.

### **Finance, Budgeting, and Fundraising**

*Becoming a Fundraiser: the Principles and Practice of Library Development.* Victoria Steele and Stephen D. Elder. 2<sup>nd</sup> ed. American Library Association, 2000.

*Budgeting: a How-To-Do-It Manual for Librarians.* Alice Sizer Warner. Neal-Schuman, 1998.

*Fundraising and Friend-Raising on the Web.* Adam Corson-Finnerty and Laura Blanchard. American Library Association, 1998.

*Fundraising for the Small Public Library: a How-To-Do-It Manual for Librarians.* James Swan. Neal-Schuman, 1990.

*Getting Your Grant: a How-To-Do-It Manual for Librarians.* Peggy Barber and Linda Crowe. Neal-Schuman, 1993.

*You're in the Money! Fundraising Fundamentals.* Video, 30 min. American Library Association, 1994.

### **The Friends Connection**

*Friends in Action.* Video, 30 min. H. W. Wilson, 1991.

*Friends of Libraries Sourcebook.* 3<sup>rd</sup> ed. Sandy Dolnick. American Library Association, 1996.

*Making Friends: Organizing Your Library's Friends Group.* Video, 30 min. H. W. Wilson, 1987.

*Organizing Friends Groups: a How-To-Do-It Manual for Librarians.* Mark Y. Herring. Neal-Schuman, 1993.

*Winning Friends: a Handbook for Friends of the Library.* Friends of Mississippi Libraries, Inc., 1992.

## **Planning and Evaluation**

*Disaster Response and Planning for Libraries.* Miriam B. Kahn. American Library Association, 1998.

*Library Disaster Planning and Recovery Handbook.* Camila Alire. Neal-Schuman, 2000.

*Managing Change: a How-To-Do-It Manual for Planning, Implementing, and Evaluating Change in Libraries.* Susan C. Curzon. Neal-Schuman, 1989.

*Managing for Results: Effective Resource Allocation for Public Libraries.* Sandra Nelson, et al. American Library Association, 2000.

*The New Planning for Results: a Streamlined Approach.* Sandra Nelson. American Library Association, 2001.

*Output Measures for Public Libraries: a Manual of Standardized Procedures.* 2<sup>nd</sup> ed. Nancy A. Van House, et al. American Library Association, 1987.

*Planning for Results: a Public Library Transformation Process.* Ethel Himmel, et al. American Library Association, 1998.

*The Tell It! Manual: the Complete Program for Evaluating Library Performance.* Douglas Zweazig, et al. American Library Association, 1996.

*Tennessee Minimum Standards for Non-Metropolitan Public Libraries.* Revised edition. Tennessee State Library and Archives, 1996.

## **Policy-writing**

*Library Security and Safety Handbook: Prevention, Policies, and Procedures.* Bruce A. Shuman. American Library Association, 1999.

*Model Policies for Small and Medium Public Libraries.* Jeanette Larson and Herman L. Totten. Neal-Schuman, 1998.

## **Political Action**

*Getting Political: an Action Guide for Librarians and Library Supporters.* Anne M. Turner. Neal-Schuman, 1997.

*Lobby for Your Library: Know What Works.* Lisa F. Kinney. American Library Association, 1992.

## **Public Relations**

*Dynamic Community Library: Creative, Practical and Inexpensive Ideas for the Library Director.* Beth Wheeler Fox. American Library Association, 1988.

*Future-Driven Library Marketing.* Darlene E. Weingand. American Library Association, 1997.

*Library Public Relations, Promotions, and Communications: a How-To-Do-It Manual.* Lisa A. Wolfe. Neal-Schuman, 1997.

## **Technology**

*Managing the Internet Controversy.* Mark L. Smith, ed. Neal-Schuman, 2001.

*Neal-Schuman Internet Policy Handbook for Libraries.* Mark Smith. Neal-Schuman, 1999.

## **Professional Associations**

Tennessee Library Association  
Annelle Huggins, Executive Director  
P. O. Box 241074  
Memphis, TN 38124-1074  
TEL 901-485-6952  
E-mail: ahuggins@midsouth.rr.com  
<<http://toltec.lib.utk.edu/~tla/>>

Friends of Tennessee Libraries  
P.O. Box 158623  
Nashville, TN 37215-8623  
<[www.lib.utk.edu/~tla/fotl/](http://www.lib.utk.edu/~tla/fotl/)>

American Library Association  
50 E. Huron  
Chicago, IL 60611  
TEL 800-545-2433  
<[www.ala.org](http://www.ala.org)>

# APPENDIX – A

## A COMPARISON OF RESPONSIBILITIES:

### THE LOCAL BOARD OF TRUSTEES, LOCAL LIBRARY DIRECTOR, AND THE REGIONAL LIBRARY

Compiled by Julia Boyd, Judy Greeson, Julia Martin, Janet Smith, and Lynette Sloan, Tennessee State Library and Archives, 1994; updated 2002 by Lynette Sloan.

<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <u>OVERVIEW</u></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <u>OVERVIEW</u></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <u>OVERVIEW</u></p>
<p>Library boards have been created by law to act as the governing body of the library [TCA 10-3-101,103,104]. Thus library trustees are public officials, and the powers delegated to library boards are a public trust. Duties and responsibilities include legal responsibilities as established by statute and the establishment of policies governing the day to day operation of the library. Although the board and library director must work closely together in developing a library program, their obligations and responsibilities are entirely different.</p>	<p>The library director is responsible to the library board for implementing the board-adopted policies and long-range plans for the development of the library program. The library director recommends needed policies for board action, acts as a technical advisor to the board, recommends employment of all personnel, supervises the work of the staff, and suggests and implements plans for extending library services.</p>	<p>The relationship between county library, regional library and state library, supported by a service agreement, is one of cooperation, directed to the improvement of library service. The regional library center staff provides professional and technical assistance to boards and staff, generally in the form of advice or strong recommendation. Hands-on assistance is available whenever appropriate and requested.</p>



<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <b><u>NEEDS ASSESSMENT AND PLANNING</u></b></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <b><u>NEEDS ASSESSMENT AND PLANNING</u></b></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <b><u>NEEDS ASSESSMENT AND PLANNING</u></b></p>
<p>Through study and observation, analyze the community needs. Determine purpose of the library and secure adequate funds to carry out its programs.</p>	<p>Assist the library board in completing a community needs assessment and discuss with them the selection of library service responses to serve those needs.</p>	<p>Provide information and training in needs assessment techniques. Provide demographic and comparative information which helps to identify the population served.</p>
<p>Develop and adopt a Long-Range Program (including objectives addressing the use of technology) and an Annual Program for the library; review and revise it regularly.</p>	<p>Provide help in writing the draft long-range plan following the board-adopted roles, goals, objectives, and write plans of action and an annual program for board review and adoption.</p>	<p>Provide information and training in the techniques of writing planning documents, including long-range plans, annual programs, and technology plans.</p>
<p>Monitor the implementation of goals, objectives and plans of action in the Annual Program. Revise goals, objectives and plans of action, as needed, to meet changing conditions.</p>	<p>Make regular progress reports to the board and regional library. Advise of problems which may prevent completion of action as targeted.</p>	<p>Review plans and make recommendations to the library director and board as needed.</p>

<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <b><u>GOVERNANCE AND POLICY</u></b></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <b><u>GOVERNANCE AND POLICY</u></b></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <b><u>GOVERNANCE AND POLICY</u></b></p>
<p>Know library laws and support legislation which improves the quality of library service.</p>	<p>Know library laws and support legislation which improves the quality of library service.</p>	<p>Keep library board and staff informed of changes in library laws and proposed legislation that would affect the quality of library service.</p>
<p>Work with county and city officials to ensure that they understand the value of the library and support the services it provides.</p>	<p>Provide the board with all needed library data for reports to local government officials and assist the board in explaining library services and programs to governing bodies.</p>	<p>Assist the library board and staff with the provision of information and reports to local and state government. Act as an advocate for the library at request of the library board.</p>
<p>Report regularly to governing bodies and to regional board representatives.</p>	<p>Collect and maintain statistical data and information for reporting to the library board and regional library.</p>	<p>Collect and maintain statistical data and information for reporting to local boards, local governments, the regional board, and the State Library and Archives.</p>
<p>Attend all board meetings and committee meetings to which assigned. Carry out special assignments promptly. Follow through securing appropriate board action.</p>	<p>Attend all board meetings except those where salary and performance are being discussed.</p>	<p>Attend all regular and called meetings of the board.</p>
<p>Develop and adopt written policies for personnel, collection development, and library operations. Adopt by-laws for board procedures.</p>	<p>Implement all policies and procedures adopted by the board, and advise board when additional policies are needed.</p>	<p>Advise the board of policies needed and supply samples of policies from other boards.</p>
<p>Establish, support and participate in a planned public relations program. Keep the general public informed about library services and programs.</p>	<p>Participate in the planning and implementation of a public relations program. The library director actively promotes the library program at every opportunity.</p>	<p>Provide training and resources for library promotion; make promotional presentations at the request of the local board or library director.</p>
<p>Attend trustee workshops and professional meetings.</p>	<p>Encourage trustees to attend workshops and professional meetings.</p>	<p>Encourage trustees to attend workshops and professional meetings.</p>
<p>Develop an orientation program for new trustees and encourage their attendance.</p>	<p>Prepare information packets for all new board members and participate in the orientation of new members.</p>	<p>Plan and execute trustee workshops and orientation for new trustees. Encourage trustee attendance at local, regional, and state conferences and workshops.</p>

<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <b><u>FINANCE</u></b></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <b><u>FINANCE</u></b></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <b><u>FINANCE</u></b></p>
<p>Annually work with the library director in the preparation of a written budget with adequate justification for each element. Work with county/city officials to ensure that the budget is prepared in the proper format.</p>	<p>Annually work with the board in the preparation of a written budget request with justifications for each element. Work with county/city officials to ensure that the budget is prepared in the proper format.</p>	<p>Provide information and examples of written budgets with adequate justification. Assist the board in the preparation of written budget requests as requested by the board.</p>
<p>Present the prepared budget to the appropriate public officials and to the general public. Explain and defend it. <b>DON'T BE APOLOGETIC.</b></p>	<p>Attend budget hearings with the board chairman and/or treasurer.</p>	<p>Attend budget hearings as requested by the board.</p>
<p>Review financial reports at each library board meeting. Monitor line items to determine how expenditure by line item compares to line item budget.</p>	<p>Prepare financial reports for the board on a regular basis which include line item expenditures, fund balances, and funds received with source.</p>	<p>Review financial reports and procedures. Provide the board with suggestions for strengthening their accountability image with the governing bodies.</p>
<p>Review procedures and records for accuracy and completeness. Arrange for an annual audit.</p>	<p>Maintain financial records in accordance with requirements of state statutes and accepted accounting procedures. Assemble all documents for an annual audit.</p>	<p>Assist the library director in proper financial practices and in developing reporting formats and techniques.</p>
<p>Assist the library director in developing an annual report to be submitted to appropriate governing officials and the general public.</p>	<p>Prepare an annual report of all receipts, expenditures and fund balances for the board, local government, regional library center, and state library.</p>	<p>Monitor annual financial reporting of local income and expenditures; confirm compliance with Maintenance of Effort (MOE) requirements.</p>

<b>TRUSTEE RESPONSIBILITIES</b> <b><u>PERSONNEL</u></b>	<b>LIBRARY DIRECTOR RESPONSIBILITIES</b> <b><u>PERSONNEL</u></b>	<b>REGIONAL RESPONSIBILITIES</b> <b><u>PERSONNEL</u></b>
<p>Observe all local, state, and federal laws that relate to current employment practices. Be aware of county/city personnel policies as they relate to the library.</p>	<p>Maintain documents and notices of changes in laws applicable to employment practices. Furnish the board with the latest employment information regarding changes in local, state, and federal law.</p>	<p>Keep the board informed of changes in employment laws and practices.</p>
<p>Establish a well-defined employment procedure to be followed for all positions. Establish a procedure for the library director to follow in notifying the board of vacancies on the staff. Be sure that all local, state, and federal laws are met regarding advertising of positions and maintenance of personnel records.</p>	<p>Follow the board's adopted employment procedure for filling staff vacancies. Advise the board when additional positions are needed to improve the delivery of information to the public. Recommend other personnel to the board for appointment.</p>	<p>Provide information about employment/ interview techniques. Assist in the search/interview process if requested to do so.</p>
<p>Establish job descriptions, salary scales, benefits package, and personnel policies; all should be based upon jobs of a comparable nature in other government agencies.</p>	<p>Follow the board adopted job descriptions, salary scales and personnel policies and notify each staff member as changes are made which are pertinent to their position. Advise the board of needed policy changes and/or additional policies.</p>	<p>Provide comparative information regarding job descriptions, pay scales, benefits available, and personnel policies.</p>
<p>Employ a competent, qualified library director following a well-defined search plan. Evaluate the performance of the library director annually.</p>	<p>Utilize the performance review to define and establish personal performance goals and/or innovative library programs.</p>	<p>Provide information for the development of a search plan; provide suggested performance evaluation tools and techniques.</p>
<p>Monitor the administration of the library for effective use of personnel, quality of programs, and materials.</p>	<p>Organize and administer the daily operation of the library under the direction and supervision of the library board.</p>	<p>Provide information and training in the methods of organizing and administering the daily operation of public libraries.</p>
<p>Require staff attendance at regional in-service meeting pertinent to their area of responsibility; encourage attendance at professional meetings and workshops. Budget funds for travel, substitute staff and staff time for attendance at meetings.</p>	<p>Attend in-service training sessions, continuing education opportunities and professional conferences and meetings. Apply appropriate training information and techniques to library program and/or services.</p>	<p>Provide in-service training and continuing education opportunities on a regular basis.</p>

<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <b><u>COLLECTION DEVELOPMENT</u></b></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <b><u>COLLECTION DEVELOPMENT</u></b></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <b><u>COLLECTION DEVELOPMENT</u></b></p>
<p>Establish a collection policy and review it annually. Endorse the <i>Library Bill of Rights</i>, the <i>Freedom to Read Statement</i>, and the <i>Freedom to View Statement</i>, written by the American Library Association.</p>	<p>Select materials in accordance with the collection development policy and the selection plan. Ensure that all selection practices are in accordance with the principles of the <i>Library Bill of Rights</i>, the <i>Freedom to Read Statement</i> and the <i>Freedom to View Statement</i>.</p>	<p>Provide technical information and assistance in developing collection management plans. Provide copies of the <i>Library Bill of Rights</i>, the <i>Freedom to Read Statement</i>, and the <i>Freedom to View Statement</i>.</p>
<p>In addition to a selection policy, establish a de-selection policy that includes disposal procedures. Recognize the fact that materials do wear out and become obsolete (even memorials). Encourage regular weeding (thinning) of the collection.</p>	<p>Maintain a regular schedule of removing materials, including memorial books, which are in poor physical condition, contain outdated information, and/or exceeded their period of demand. Dispose of materials by board-approved procedures.</p>	<p>Provide training and technical assistance in the methods of de-selecting library materials. Recommend methods for disposal of library materials.</p>
<p>Review and approve the library plan for implementing the board policy [Collection Development and Management Plan].</p>	<p>Administer the board policy by preparing a written collection management and development plan and acquisition procedures for board review and approval.</p>	<p>Review the board-adopted selection policy and the collection development and management plan. Make recommendations when needed to improve and strengthen the process.</p>
<p>Establish a procedure to review citizen complaints about materials.</p>	<p>Follow board procedure for addressing citizen complaints about materials.</p>	<p>Provide information on censorship and methods of handling citizen complaints about materials.</p>
<p>Determine subdivision of regional "Local Library Materials Allocation" when administering multiple facilities.</p>	<p>Adhere to the policies established by the regional board in selecting materials from the "Local Library Materials Allocation".</p>	<p>Determine the practices to be followed in the expenditure of regional funds for the "Local Library Materials Allocation" selections.</p>
<p>Monitor the execution of a regular inventory of the materials collection.</p>	<p>Maintain a regular schedule for inventory of the collection; monitor "high risk" areas of the collection between inventories.</p>	<p>Assist in the regular inventory and evaluation of the collection, including an evaluation of selection practices being followed.</p>

<p style="text-align: center;">TRUSTEE RESPONSIBILITIES <b><u>PROGRAMS AND SERVICES</u></b></p>	<p style="text-align: center;">LIBRARY DIRECTOR RESPONSIBILITIES <b><u>PROGRAMS AND SERVICES</u></b></p>	<p style="text-align: center;">REGIONAL RESPONSIBILITIES <b><u>PROGRAMS AND SERVICES</u></b></p>
<p>Encourage the staff to apply for grant funds to demonstrate and/or establish the need for a service/program by a specific group.</p>	<p>Prepare written grants in specific areas to improve the quality of materials and services to specific segments of the population or needs of the library.</p>	<p>Provide assistance in writing grants for special services.</p>
<p>Encourage the establishment of a "Friends of the Library."</p>	<p>Encourage the establishment of a "Friends of the Library."</p>	<p>Provide information concerning the establishment of a "Friends of the Library."</p>
<p>Know about the services of the State Library and Archives, the Library for the Blind and Physically Handicapped, and the Library Service for the Deaf and Hard of Hearing.</p>	<p>Use the services and programs as offered by the State Library and Archives, the Library for the Blind and Physically Handicapped, and the Library Service for the Deaf and Hard of Hearing.</p>	<p>Promote the services of the State Library and Archives, the Library for the Blind and Physically Handicapped, and the Library Service for the Deaf and Hard of Hearing.</p>
<p>Know about services of the Tennessee Regional Library System.</p>	<p>Use the services and programs as offered by the Tennessee Regional Library System.</p>	<p>Continually provide information concerning all regional services.</p>
<p>Explore all possible methods for delivery of library services and programs. BE INNOVATIVE!</p>	<p>Keep the board informed about current trends in service and explore ways of implementing new services.</p>	<p>Recommend programs and services to library director and board.</p>
<p>Promote and approve county locations for bookmobile service; monitor usage at outlets.</p>	<p>Promote bookmobile service to appropriate clientele in the county.</p>	<p>Plan, coordinate, and execute schedule of bookmobile service to the county.</p>
<p>Regularly communicate with the regional library and the state library concerning local public library needs and changes in service.</p>	<p>Regularly communicate with the library board, regional library, and state library concerning public library needs and changes in service.</p>	<p>Regularly communicate with local library director and library board concerning issues related to public library service.</p>

# APPENDIX – B

## SAMPLE PUBLIC LIBRARY BOARD OF TRUSTEES BYLAWS



These sample bylaws are adapted from Wisconsin's Public Library Board of Trustees Bylaws found on the Internet at <http://www.dpi.state.wi.us/dltcl/pld/bylaws>

The document can be easily downloaded and adapted to local library use, as has been done below. Material in brackets is for purposes of explanation and should be removed from the final bylaws approved by the board.

### \_\_\_\_\_ Library Board of Trustees Bylaws

#### Article I Identification

This organization is the Board of Trustees of the \_\_\_\_\_ Library, located in \_\_\_\_\_ Tennessee, established by the City of \_\_\_\_\_ (or County of \_\_\_\_\_), according to the provisions of Title 10 of the Tennessee Code Annotated, and exercising the powers and assuming the duties granted to it under said statute.

#### Article II Membership

**Section 1. Appointments and Terms of Office.** Appointments and terms of office are as provided by the relevant sections of Tennessee Code Annotated 10-3-103 [for city/town, county, and joint libraries, based on the level of funding].

**Section 2. Meeting Attendance.** Members shall be expected to attend all meetings except as they are prevented by a valid reason. Three unexcused absences within one fiscal year shall terminate board appointment.

#### Article III Officers

**Section 1.** The officers shall be a chair, a vice-chair, a secretary, and a treasurer, elected from among the appointed trustees at the last meeting of the fiscal year. No member shall hold more than one office at a time. No member shall be eligible to serve more than two consecutive terms in the same office. Vacancies in office shall be filled by vote at the next regular meeting of the Board after the vacancy occurs.

**Section 2.** A nominating committee shall be appointed by the chair at the meeting prior to the election of officers and shall present a slate of officers at the designated meeting. Additional nominations may be made from the floor at that time.

**Section 3.** Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

**Section 4.** The chair shall preside at meetings of the Board, authorize calls for special meetings, appoint all committees, execute all documents authorized by the Board, serve as an ex-officio voting member of all committees except the nominating committee, co-sign all checks drawn on funds held in custody of the library (independently of the municipality), and generally perform all duties associated with the office of chair.

**Section 5.** The vice chair, in the event of the absence or disability of the chair, or of a vacancy in that office, shall assume and perform the duties and functions of the chair until the chair returns or a new chair is elected.

**Section 6.** The secretary shall keep true and accurate minutes of all meetings of the Board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with the office of secretary. The library director or a member of the staff may be designated by the Board to perform any or all of the above duties.

**Section 7.** The treasurer shall co-sign all checks drawn on funds held by the library, sign all vouchers for disbursements from the library fund, and perform such duties as generally devolve upon the office. The treasurer shall be bonded in an amount as may be required by a resolution of the Board, and not less than the value of any property held by him or her. The treasurer shall make monthly reports to the Board showing in detail the amount and investment of, and income and disbursements from, the funds in his or her charge.

#### **Article IV Meetings**

**Section 1. Regular Meetings.** The regular meetings shall be held each month, the date and hour to be set by the Board in these bylaws.

**Section 2. Annual Election of Officers.** The annual meeting, which shall include the election of officers, shall be held at the time of the regular meeting in \_\_\_\_\_ (month) of each year.

**Section 3. Agendas and Notices.** Meeting agendas and notices shall indicate the time, date, and place of the meeting and indicate all subject matters intended for consideration at the meeting.

**Section 4. Minutes.** Minutes of all meetings shall, at a minimum, indicate board members present, all items of business, all motions (except those that were withdrawn), and the result of all votes taken. Current board minutes shall be retained on file in the library for public review.



**Section 5. Special Meetings.** Special meetings may be called at the direction of the chair, and shall be called at the written request of \_\_\_\_\_ members, for the transaction of business as stated in the call for the meeting. Except in cases of emergency, at least 48 hours notice shall be given. In no case may less than two hours notice be given.

**Section 6. Quorum.** A quorum for the transaction of business at any meeting shall consist of \_\_\_\_\_ members of the Board present in person.

**Section 7. Open Meetings Law Compliance.** All Board meetings and all committee meetings shall be held in compliance with Tennessee's Open Meetings Law (Tennessee Code Annotated 8-44-101 through 8-44-108).

**Section 8. Parliamentary Authority.** The rules contained in *Robert's Rules of Order*, latest revised edition, shall govern the parliamentary procedure of the meetings, in all cases in which they are not inconsistent with these bylaws and any statutes applicable to this Board.

## **Article V Committees**

**Section 1. Standing Committees.** The following committees:  
\_\_\_\_\_ shall be appointed by the chair at the first meeting of the fiscal year and shall make recommendations to the Board as pertinent to Board meeting agenda items. [Examples of possible standing committees are Personnel, Budget, Building, and Policy.]

**Section 2. Nominating Committee.** (See Article III, Section 2.)

**Section 3. Ad Hoc Committees.** Ad hoc committees for the study of special problems shall be appointed by the chair, with the approval of the Board, to serve until the final report of the work for which they were appointed has been filed. These committees may also include staff and public representatives, as well as outside experts. [Examples of possible ad hoc committees are Planning and Automation.]

**Section 4.** No committee shall have other than advisory powers.

## **Article VI Duties of the Board of Trustees**

**Section 1.** Legal responsibility for the operation of the \_\_\_\_\_ Public Library is vested in the Board of Trustees. Subject to state and federal law, the Board has the power and duty to determine rules and regulations governing library operations and services.

**Section 2.** The Board shall select, appoint and supervise a properly certified and competent library director, and determine the duties and compensation of all library employees.

**Section 3.** The Board shall approve the budget and ensure that adequate funds are provided to finance the approved budget.

**Section 4.** The Board shall have exclusive control of the expenditure of all moneys collected, donated, or appropriated for the library fund and shall audit and approve all library expenditures.

**Section 5.** The Board shall supervise and maintain buildings and grounds, as well as regularly review various physical and building needs, to see that they meet the requirements of the total library program.

**Section 6.** The Board shall study and support legislation that will bring about the greatest good to the greatest number of library users.

**Section 7.** The Board shall cooperate with other public officials and boards and maintain vital public relations.

**Section 8.** The Board shall approve and submit the required annual report to the \_\_\_\_\_ [State Library and Archives, city council, town board, county board, and/or any other governing body].

## **Article VII Library Director**

The library director shall be appointed by the Board of Trustees and shall be responsible to the Board. The library director shall be considered the executive officer of the library under the direction and review of the Board, and subject to the policies established by the Board. The director shall act as technical advisor to the Board. The director shall be invited to attend all Board meetings (but may be excused from closed sessions) and shall have no vote.

## **Article VIII Conflict of Interest**

**Section 1.** Board members may not in their private capacity negotiate, bid for, or enter into a contract with the \_\_\_\_\_ Public Library in which they have a direct or indirect financial interest.

**Section 2.** A board member shall withdraw from Board discussion, deliberation, and vote on any matter in which the Board member, an immediate family member, or an organization with which the Board member is associated has a substantial financial interest.

**Section 3.** A board member may not receive anything of value that could reasonably be expected to influence his or her vote or other official action.

**Article IX  
General**

**Section 1.** An affirmative vote of the majority of all members of the Board present at the time shall be necessary to approve any action before the Board. The chair may vote upon and may move or second a proposal before the Board.

**Section 2.** Any rule or resolution of the Board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds (\_\_\_\_\_) of the members of the Board are present and two-thirds of those present so approve.

**Section 3.** These bylaws may be amended at any regular meeting of the Board by majority vote of all members of the Board, provided written notice of the proposed amendment shall have been mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Adopted by the Board of Trustees of the \_\_\_\_\_  
Library on the \_\_\_\_\_ day of \_\_\_\_\_.

Adapted from: *Wisconsin Public Library Board of  
Trustees Bylaws*

# APPENDIX – C

## SAMPLE LIBRARY BOARD JOB DESCRIPTIONS

### I. Board Chair



The chair is elected by board members to offer leadership and to perform the functions which enable the board to conduct its business. The board chair often makes appearances in the community as a representative of the board, conducts fair and effective meetings, and serves as the link to the library without trying to run day-to-day functions of the library or impose personal choices on the staff or board. Board members should consider the following leadership skills necessary for a chair:

- Ability to create an atmosphere in which people work productively.
- Ability to organize and coordinate work, delegate assignments, and monitor the progress of the group.
- Ability to interpret important factors relating to any problem at hand.
- Ability to communicate with others in a clear, concise way both in writing and verbally.
- Ability and willingness to devote time and energy to achieving the mission and goals of the library.

### DUTIES AND RESPONSIBILITIES OF THE LIBRARY BOARD CHAIR

1. Calls and presides over all board meetings, plans meetings, prepares agenda with director, establishes ground rules for meetings so that everyone has the chance to be heard.
2. Appoints permanent and temporary committees for specific assignments.
3. Monitors the progress of committee meetings and provides additional assistance as needed.
4. Is chief spokesman and the public symbol of the library. Gives interviews to all media, speaks at public meetings, governmental hearings, etc. Often gets the praise and blame for activities of the library board.
5. Serves on local, regional, or national task force and committees.
6. Works closely with the director and staff between meetings and on special issues. (However, the chair is only a member of the board and cannot make policy, budget, or other decisions unilaterally, unless prior delegation of such authority and instruction has been voted by the board).
7. Works with the library director and with elected officials on major issues such as:
  - library finance
  - building projects
  - other major or critical issues

8. Receives and analyzes all mail addressed to the board and works closely with the secretary to assure follow-up.

## **II. Board Vice-Chair**

The vice-chair should have the same skills as the chair:

- Ability to create an atmosphere in which people work productively.
- Ability to organize and coordinate work, delegate assignments, and monitor the progress of the group.
- Ability to interpret important factors relating to any problem at hand.
- Ability to communicate with others in a clear, concise way both in writing and verbally.
- Ability and willingness to devote time and energy to achieving the mission and goals of the library.

### **DUTIES AND RESPONSIBILITIES OF THE LIBRARY BOARD VICE-CHAIR**

1. Conducts meetings and handles board business in the absence of chair.
2. May be delegated the responsibility for monitoring the activities of several committees if the board's workload is heavy and there are many deadlines to meet.
3. Automatically becomes the library board chair in case of resignation or death unless the bylaws provide for other methods of succession.
4. Presides in the absence of the chair or whenever the chair temporarily vacates or steps down from the position.
5. May exercise all duties of the chair, except to change or modify any rules made by the chair, in case the chair should be absent for a long period of time.

## **III. Board Secretary**

The secretary is in charge of the minutes and formal records of the board.

### **QUALIFICATIONS OF THE SECRETARY**

- Knowledge of organization.
- Quick, perceptive mind and clear speaking and reading voice.
- Accuracy and speed in taking notes and good organizational skills.
- Ability to draft understandable but concise diplomatic letters and reports.

### **DUTIES AND RESPONSIBILITIES OF THE LIBRARY BOARD SECRETARY**

1. Issues all calls or notices of meetings for the board and committees.
2. Takes the official minutes of all board and committee meetings (or reviews and certifies the staff secretary's minutes for accuracy).
3. Prepares roll call lists and calls the roll when necessary.
4. Presides at meetings when the chair and vice-chair are not present.

5. Assists the chair in adhering to the agenda.
6. Assists the chair with parliamentary procedure if no parliamentarian is present.
7. Brings reference materials to all meetings including: articles of incorporation and ordinance, bylaws, previous minutes, policy manual, book on parliamentary procedure, and a list of unfinished business.
8. Records names of all committee appointments and notifies all persons nominated or elected to be on committees and provides the committee chair with lists of members and instructions for the committee.
9. Reads all papers that may be called for by the board.
10. Authenticates by signature all records and documents.
11. Handles all correspondence and distribution of mail, often with the assistance of the library staff, and follows through to assure that all correspondence requiring a reply has been answered.
12. May be assigned to write or edit newsletters, condense committee reports for publication, or edit committee reports. May be responsible for placing notices, articles, or other material in organizational publications.

**NOTE:** Since the duties of a competent secretary are numerous, the library staff may handle the paperwork. It should be mutually agreed upon in advance and in writing which responsibilities will be assumed by the staff. The secretary should work closely with the director in these areas.

#### **IV. Board Treasurer**

The treasurer is responsible for the library's financial monitoring and works closely with the library director to make regular financial reports to the board. The treasurer usually chairs the budget and finance committee, and may sign checks or vouchers. However, the city or county government may perform this function through their finance department.

#### **QUALIFICATIONS OF THE LIBRARY BOARD TREASURER**

1. Understands the budgeting methods.
2. Has an inquiring and analytical mind.
3. Has the ability to understand and explain complex financial systems to others.
4. Has the ability to ask questions without offending.
5. Has the time and commitment to the task.

- Adapted from the *Florida Public Library Board Manual*, 1988. Elizabeth A. Curry and Susan Sellers Whittle, editors.

# APPENDIX – D

## SAMPLE LIBRARY BOARD MEETING AGENDA

Name of County or City Library  
Board Meeting Agenda  
Date of Meeting  
Time of Meeting  
Place of Meeting

1. Call to order
  2. Recording of members present, absent, and guests
  3. Approval of previous meeting minutes (Action)
  4. Correspondence and communications
  5. Financial report and approval of income and expenditures (Action)
  6. Directors' reports (City/County and Regional)
  7. Standing committee reports
    - 7.1 Budget
    - 7.2 Bylaws & Policy
    - 7.3 Personnel
    - 7.4 Long-Range Planning
    - 7.5 Building
    - 7.6 Public Relations
    - 7.7 Nominating
  8. Unfinished business
  9. New business
  10. Information items
  11. Adjournment
- Next meeting - date, time, place

# APPENDIX – E

## SAMPLE LIBRARY BOARD MINUTES

NAME OF LIBRARY  
LIBRARY BOARD MEETING  
Date of Meeting  
Time of Meeting  
Place of Meeting

1. Call to order

The meeting was called to order at 6:00 p.m. by Bob Brown, Chair.

2. Introductions and recording of members present, absent, and guests

Those present introduced themselves.

Members attending were: (List names of members attending).

Others attending were: (List names and titles, such as name, regional director; name, librarian; name, guest; etc.)

3. Approval of previous meeting minutes

Action Moved by (name of person making motion) that minutes of the (date of last meeting) be approved. Seconded by (name of person who seconded motion). Passed unanimously.

4. Correspondence and communications

4.1 Jane Doe and John Smith of the Tennessee Advisory Council on Libraries called to schedule the Council's Biennial Evaluation visit.

4.2 Jane Smith called to schedule her annual audit visit.

5. Financial report and approval of income and expenditures

Action Moved by Tom Thomas that the quarterly report of expenditures be approved and the financial statement be filed for the auditors. Seconded by Jack Jackson. Passed unanimously.

6. Administrative reports

6.1 The director distributed a written report (copy on file).

6.2 Report on Continuing Education Survey Responses: a copy of the collated surveys from seventeen directors and nineteen support staff was distributed.

6.3 Assistant director's report (written report copy on file).

6.4 The Regional director distributed a list of upcoming in-service meetings (copy on file).

7. Standing committee reports

There were no committee reports.

8. Unfinished business



- 8.1 Interest-bearing checking account  
Robin Roberts reported that bookkeeper Susie Self does indeed deposit library funds in an interest-bearing checking account.

9. New business

- 9.1 Long-range and Annual Plan Development.  
A worksheet outlining the various activities of staff members was distributed for the board's review. Comments and suggestions will be incorporated into the annual and long-range plans for approval at the next board meeting.
- 9.2 Election of Officers.  
Action Moved by Alice Adams that the current slate of officers be re-elected.  
Seconded by Betty Butler. Passed unanimously.
- 9.3 Other items: There were none.

10. Information items

There were no additional information items.

11. Adjournment

Moved at 7:00 p.m. by Betty Butler to adjourn. Seconded by Alice Adams.  
Passed unanimously.

12. Next meeting: Date, Time, Place.

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Bob Brown, Chair

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Lisa Lyles, Secretary

# APPENDIX – F

## PUBLIC LIBRARY POLICY CHECKLIST



Every phase of library operation should be broadly covered by a policy. The following is a list of policies that may be relevant to your library's need. Every library does not necessarily require every policy on the list. The list is arranged in the form of an outline to underscore how policies may relate to one another. Listed under each policy are items that may be considered and covered when making the policy.

- I. Mission and Role Statement
- II. Library Board of Trustees Bylaws and Policies
- III. Public Service, or User-Related Policies
  - A. Eligibility for borrowing and services
    - 1. Resident and non-resident
    - 2. Responsibilities of borrowers
    - 3. Materials access policy
    - 4. Interlibrary loan
    - 5. Programming and outreach
  - B. Circulation policy
    - 1. Loan period, renewal, and overdue
    - 2. Number of items loaned
    - 3. Confidentiality
    - 4. Reserved materials
    - 5. Charges for services, fines, fees
    - 6. Lost or damaged materials
    - 7. Special collections
    - 8. Audiovisual resources
  - C. Reference policy
    - 1. General reference (scope, depth, and type)
    - 2. Telephone and e-mail reference
    - 3. Assistance for students
    - 4. Assistance for genealogists, guests, etc.
  - D. The Internet and computer policy
  - E. Photocopier and other equipment use
  - F. Facilities policy
    - 1. Hours of operation
    - 2. *Americans with Disabilities Act* compliance
    - 3. Security
    - 4. Meeting room use
    - 5. Displays, exhibits, and bulletin boards
    - 6. Inventory and use of equipment
    - 7. Emergency procedures

- G. Problem behavior
  1. Unattended children
  2. Loitering, sleeping
  3. Noise levels
  4. Food and drink
  5. Drugs and alcohol
  6. Defacing library resources
  7. Harassment
- H. Community relations policy
  1. Cooperative borrowing/loaning agreements
  2. Relations with schools
  3. Ways of establishing cooperation on local and regional level
- I. Public Relations
  1. Public relations authority and responsibility
  2. Appropriate media
  3. Scope and emphasis
  4. Distribution of printed materials
  5. Participation of staff and trustees
- J. Volunteers
  1. Roles and responsibilities
  2. Recruitment and selection
  3. Duties and any limitations
  4. Recognition and awards
  5. Friends group
- IV. Collection Development Policy
  - A. Mission and goals with community description
  - B. Responsibility for selection
  - C. Criteria for selection and quality of materials
  - D. Types and various formats collected (paperbacks, magazines, large print, microforms, newspapers)
  - E. Audiovisual collection (films, videocassettes, videodisks, audiocassettes, audio books, compact discs)
  - F. Scope of collection and priorities
  - G. Duplication of materials
  - H. Collection development and access statements for children, young adults, and adults
  - I. Selection procedures and vendor relations
  - J. Evaluation, weeding, maintenance, disposal, replacement, and inventory
  - K. Textbooks and materials related to school curricula
  - L. Censorship, access, and challenged materials procedure
    1. Procedures for requests to reconsider materials
    2. Request for Reconsideration of Materials form
    3. Freedom to Read (ALA)
    4. Freedom to View (ALA)
    5. Intellectual Freedom Statement
    6. Library Bill of Rights

- M. Gifts, memorials, and donations
  - 1. Condition of acceptance of gift materials
  - 2. Disposition of non-usable gifts
  - 3. Acceptance of property, paintings, equipment, money, etc.
  - 4. Religious literature
  - 5. Recognition of gifts by the library
- N. Special collections
  - 1. Local history
  - 2. Genealogy
  - 3. Local writers
- V. Management Policies
  - A. General
    - 1. Organizational authority and responsibility
    - 2. Budgeting and purchasing
    - 3. Use of library vehicles and equipment
    - 4. Inventory and insurance of buildings and contents
  - B. Personnel
    - 1. Responsibility and authority
    - 2. Hiring practices
      - a) Recruitment
      - b) Requirements, qualifications, and job descriptions
      - c) Vacancies
      - d) Appointments
      - e) Nepotism
    - 3. Personnel procedures
      - a) Probation period
      - b) Performance evaluation
      - c) Position classification
      - d) Promotion
      - e) Demotion
      - f) Transfer
      - g) Disciplinary action
      - h) Grievance
      - i) Personnel records
      - j) Termination
      - k) Layoffs and recall procedures
      - l) Outside employment/Dual employment
    - 4. Salaries and benefits
      - a) Pay
      - b) Leaves of absence (sick, vacation, family, etc.)
      - c) Insurance
      - d) Retirement
      - e) Pay period
      - f) Pay increases
      - g) Longevity
      - h) Merit
      - i) Overtime
      - j) Compensatory leave
      - k) Staff parking

- l) Other
- 5. Conditions of work
  - a) Hours of work
  - b) Attendance and reporting absences
  - c) Emergency closing
  - d) Job sharing
  - e) Safety
  - f) Substance abuse
  - g) Standards of conduct
  - h) Harassment
  - i) Drug-free and weapon-free environment
  - j) Smoke-free environment
  - k) Other
- 6. Workplace standards
  - a) Personal attire and habits
  - b) Personal phone calls
  - c) Radios and headphones
  - d) Family at work
  - e) Selling and soliciting
  - f) Political activities
  - g) Gifts and gratuities
- 7. Continuing education and professional development
- 8. Federal Legislation
  - a) ADA (*Americans with Disabilities Act*)
  - b) COBRA (*Consolidated Omnibus Budget Reconciliation Act*)
  - c) EEOC (*Equal Employment Opportunity Act*)
  - d) FLSA (*Fair Labor Standards Act*)
  - e) FMLA (*Family Medical Leave Act*)
- C. Facilities
  - 1. Responsibility and procedures for maintenance
  - 2. Acquisition and ownership
  - 3. Insurance and liability
  - 4. Emergency preparedness and disaster/recovery plans
  - 5. Use of computers, equipment, vehicles, etc.

- Adapted from: *Utah Public Library Trustee Handbook*  
*Nebraska Trustee Handbook*  
*Virginia Public Library Trustee Handbook*  
*Michigan Public Library Trustee Manual*

# APPENDIX – G

## THE NEW PLANNING FOR RESULTS

**NOTE:** Appendix – G includes some information from Sandra Nelson’s *The New Planning for Results, 2001*, provided here for illustrative purposes. Included are:

- a list of potential **Community Stakeholders**
  - a **Sample Planning Timeline**
- and
- a flowchart showing how to go about **Allocating Resources.**

## COMMUNITY STAKEHOLDERS



Use this list as a starting point to identify key community stakeholders to include in the library planning process. This list is not all-inclusive. Selected examples have been provided for most categories. You will not need to include a representative from each category on your planning committee. Those decisions will be based on your particular community needs.

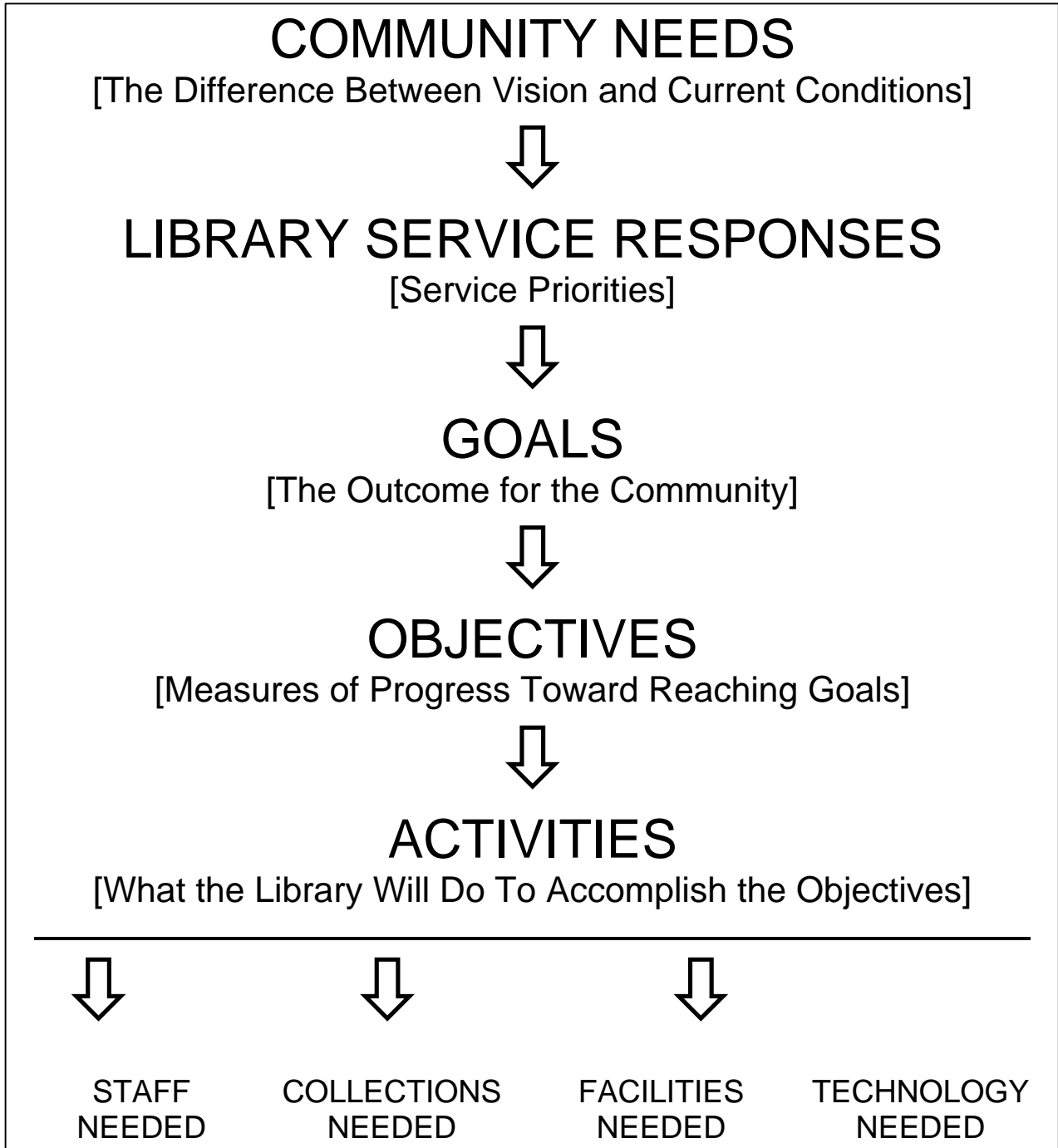
- **Businesses / Chambers of Commerce / Economic Development Organizations** – Major employers, minority business owners, small business owners, visitor’s centers, Chambers of commerce (city, county, and ethnic, if any), economic development councils, industry councils
- **Community Services Organizations / Associations / Clubs** – Rotary, Lions, Kiwanis, United Way, AARP, AAUW, American Red Cross, Literacy Organizations, National Organization for Women, YWCA, YMCA
- **Cultural Groups** – Theater groups, art leagues, dance supporters, arts commission
- **Educational Organizations** – Public schools, private schools, colleges, universities, PTA, PTO, school boards, home school organizations
- **Ethnic Organizations** – Ethnic Chambers of Commerce, NAACP, Tribal Councils, Latino/Hispanic groups, Asian groups, Urban League, refugee rights associations
- **Family Services Organizations** – County Department of Social Services, Family Service Agency
- **Financial Representatives** – Bankers, credit unions, financial planners, stockbrokers
- **Government / Political Representatives** – Mayor, city/county manager, city council, county supervisors, city/county fiscal office, city/county planning office, law enforcement officers, job training programs
- **Health Organizations** – American Cancer Society, American Heart Association, hospitals, public health nurses, public health clinics
- **Legal Organizations** – Legal aid, ACLU
- **Library Representatives** – School media center staff, college or university librarians, special librarians
- **Media Representatives** – Newspapers, radio, TV, ethnic media, local magazines and newsletters
- **Organizations Serving the Disabled** – Center on Deafness, Council of the Blind, state/county/city health and human services, Easter Seals, Goodwill, independent living centers, United Cerebral Palsy
- **Professional Groups** -- Medical associations, Board of Realtors, bar association, business and professional women’s group
- **Religious Groups** – Ministerial alliance, youth groups, Jewish community center
- **Senior Centers Service Organizations** – Area Agency on Aging, senior centers
- **Youth Services Organizations** – Big Brother/Sister, Boy Scouts, Girl Scouts, FFA, FHA, child abuse agencies, city/county recreation programs, Junior Achievement, Head Start, Even Start, child care associations, local Association for the Education for Young Children, school-age care and enrichment programs

From: Sandra Nelson, 2001





## ALLOCATING RESOURCES



From: Sandra Nelson, 2001

## APPENDIX – H

### CHECKLIST FOR IMAGE



In her book, *The Dynamic Community Library*, Beth Wheeler Fox offers the following checklist to consider while thinking about how the library is seen by its customers and potential customers. Several items have been added to her basic list.

Factors as diverse as the physical building, the appearance of the collection, the signage, and the staff's attitude affect the image of the library, and how the public feels about the library and its staff. Trustees should take the time to respond to the following checklist with the library director. Perhaps each member of the board could walk through the library, complete the checklist, and compare their results at an "image" board meeting.

#### THE PHYSICAL BUILDING

- Are there directional signs around town to find the library?
- Is there an exterior sign with the library's name and hours readable from the street?
- Is the exterior library sign in good condition?
- What do the mailbox, the book drop, and the flag poles look like?
- Is the overall look of the building attractive? Appealing?
- Are there windows that allow people to see inside?
- Are the windows clean?
- Are drapes drooping?
- If there are exterior displays, how do they look? How frequently are they changed?
- Are there plants for landscaping?
- Are they trimmed or at least living?
- Do the grounds look well-maintained?
- Is the library accessible to the handicapped? Could a person on crutches or in a wheelchair get to the front door and open it easily?

These are features that everyone in the community sees even if they never use the library. Such factors will form the basis for many people's perceptions of the library.

#### INTERIOR OF THE LIBRARY

- What is the overall "look" of the library?
- Does it look organized? Clean?
- Are there directional signs, posters, flyers, tax forms, books for sale, donation jars, coupon and pattern exchanges?
- Is it too cluttered?
- Are you satisfied with the color scheme?
- What do the walls look like? Do they need to be repainted?

- Is the carpeting or flooring attractive? Would a professional cleaning help? (Would a local business donate cleaning?)
- Is there enough lighting? Can more lighting be added?
- Is it possible to increase the number or size of the windows?
- Is the furniture attractive? Is the couch losing its stuffing?
- Does the wood furniture need to be oiled?
- Would rearrangement of stacks and seating areas give the library a friendlier, more open look?

## **FOYER**

- Is there decrepit furniture? Displays left from Halloween?
- Is there a large glass case that is empty or that contains “rare” books?
- Is it clean?
- Does the entry area effectively orient the user to the library?

## **SIGNS**

- What directional signs are visible from the entry area? (Sometimes signs are unnecessary and only add clutter.)
- Which directional signs are necessary for a new user?
- Are the signs appropriate? Is the lettering legible and readable?
- Are confusing terms used?
- Are the signs crisp and new?
- Are they accurate? (Are the 600’s really where the sign indicates?)
- Is the size of lettering consistent from sign to sign?

## **THE COLLECTION**

- Does the shelving look well-maintained? If painted, is it chipped? Are there fingerprints?
- Do the shelves sag?
- Do the books sit at the edge of the shelf?
- Do the books lean?
- How much of the collection is on the second, third, and fourth shelves? How much of the collection is on other shelves?
- Are the books so crowded that it is difficult to extract one?
- Is the collection regularly weeded? *Really?*
- Do books on the shelves need to be mended?
- How are the books processed?
- Do most books have plastic or paper jackets?
- Are the labels at the same level, or do they wander up and down?
- Are the labels handwritten or typed?
- Are the identification stamps neat and straight?
- What do the paperbacks look like? (Remember, many people prefer paperbacks over hardbacks.)

- Have the romance books taken over a disproportionate amount of the library?
- Are the racks attractive?
- Are books yellowed? Do they have curling corners? Should some be discarded?

### **DISPLAYS AND BULLETIN BOARDS**

- How do the displays and bulletin boards look?
- Are the notices on the bulletin board timely? Attractive? How often is the bulletin board updated? Weekly? Monthly? Annually?
- Are displays filled with books? Are there gaps? Do people actually take books from the displays?
- How often are displays restocked?
- Where are the displays located?
- Are the “prime” locations used effectively?

### **FLYERS, BOOKMARKS, ETC.**

- Are bookmarks that list the library phone number, hours, and web page readily available?
- Are flyers colorful and appealing?
- Do flyers and bookmarks look professional? Is the typing neat? Is the print clear?
- How are the flyers and bookmarks displayed? Are there too many items on the display table?

### **THE STAFF**

- How are volunteers and staff dressed?
- Are they friendly? Do they greet people by name?
- Are they obviously willing to help?
- Do they just point out the card catalog/on-line catalog or do they actually help the customer find appropriate material?
- Does the person at the circulation desk present the image and impression by which the library wishes to be judged?
- Is the librarian readily available, or is she/he too busy cataloging, mending books, working on reports, etc.?
- Is this a “shhh” library?
- Do personnel listen carefully to requests?
- How are people with fines and lost books treated?
- How does the staff react to children who pull several picture books off the shelf? What if the children are noisy?
- Do school children receive the same quality of service as adults?
- Is the person answering the telephone courteous and helpful?
- Does the staff think it is more important to empty the book cart or to file cards than to help someone?
- Does the staff smile at customers?

## **CONCLUSION**

Library trustees should work with the library director in being candid about the areas of the library that can stand improvement. Before any problems can be solved, they need to be identified. As the library image changes for the better, the library will find that it attracts new users and more volunteers and that staff morale improves. Over a period of time, community leaders will also recognize the new role of the library and funding problems can be dealt with in a much more positive manner.

Adapted from: *The Dynamic Community Library*. Beth Wheeler Fox. American Library Association, 1988.

## **APPENDIX – I**

### **AMERICAN LIBRARY ASSOCIATION DOCUMENTS:**

**Library Bill of Rights**

**The Freedom to Read**

**The Freedom to View**

**Ethics for Public Library Trustees**

## Library Bill of Rights

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

- I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
- VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

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

## The Freedom to Read



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

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow citizens.

We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be “protected” against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

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

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

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

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

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

We therefore affirm these propositions:



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

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

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

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

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

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

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

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

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

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

6. ***It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.***

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

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

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

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

*This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers. Adopted June 25, 1953; revised January 28, 1972, January 16, 1991, July 12, 2000, by the ALA Council and the AAP Freedom to Read Committee.*

A Joint Statement by:

American Library Association  
Association of American Publishers

Subsequently Endorsed by:

American Association of University Professors  
American Booksellers Foundation for Free Expression  
American Society of Journalists and Authors  
The American Society of Newspaper Editors  
Anti-Defamation League of B'nai B'rith  
Association of American University Presses  
Center for Democracy & Technology  
The Children's Book Council  
The Electronic Frontier Foundation  
Feminists for Free Expression  
Freedom to Read Foundation  
International Reading Association  
The Media Institute  
National Coalition Against Censorship  
National PTA  
Parents, Families and Friends of Lesbians and Gays  
People for the American Way  
Student Press Law Center  
The Thomas Jefferson Center for the Protection of Free Expression

## The Freedom to View



The FREEDOM TO VIEW, along with the freedom to speak, to hear, and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

1. To provide the broadest access to film, video, and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantees of freedom of expression.
2. To protect the confidentiality of all individuals and institutions using film, video, and other audiovisual materials.
3. To provide film, video, and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.
4. To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video, or other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
5. To contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

*This statement was originally drafted by the Freedom to View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.*

*Endorsed by the ALA Council  
January 10, 1990*

## Ethics for Public Library Trustees

“Government is a trust, and the officers of the government are trustees; and both the trust and trustees are created for the benefit of the people.”

Henry Clay, Kentucky speech (1879)

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

Trustees must promote a high level of library service while observing ethical standards.

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

It is incumbent upon any trustee to disqualify one’s self immediately whenever the appearance of a conflict of interest exists.

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

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

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

Trustees who accept appointment to a library board are expected to perform all the functions of library trustees.

*– Developed and adopted by the American Library Trustee Association, July 1988 and the Public Library Association of the American Library Association, January, 1989.*