

KANSAS PUBLIC LIBRARY TRUSTEE HANDBOOK

ORIGINALLY PREPARED BY THE KANSAS REGIONAL LIBRARY SYSTEMS AND THE STATE LIBRARY OF KANSAS
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1. INTRODUCTION: THE PUBLIC LIBRARY IN THE 21ST CENTURY

The Kansas Regional Library Systems and the State Library have attempted to articulate their vision of the successful library in the 21st century:

- It is a library without walls. It emphasizes access to information more than owning materials. The goal is nothing less than access to the world.
- The library is viewed as an information utility that disseminates information to the community. This information is viewed as a necessity, not a luxury.
- The library is actively committed to offering service to all the citizens of the community. The library respects diversity in cultures, interests, values, age and incomes.
- There is a strong partnership between trustees and staff. They know each other well and they enjoy working together for common goals.
- There is a high level of communication between the trustees and the community. The trustees talk with local government, local business, local organizations, local educators, and engaged citizens.
- There is a high commitment to citizen advocacy. State and federal government are well aware of the library's needs and the value the community places on free library service.
- There is a positive attitude toward technology in libraries.
- The library sponsors workshops, programs, and meetings to enhance the community's pleasure in the library's collections and services.

2. QUALIFICATIONS OF PUBLIC LIBRARY TRUSTEES

Board members are usually appointed by members of local government. Trustees may serve two consecutive terms. Vacancies should be filled as soon as possible in the same manner in which members are regularly chosen. Board members should serve staggered terms to provide continuity.

Effective trustees are citizens who have:

- a desire to serve the library and the community
- time to devote to board responsibility

- willingness to serve as advocates for library development
- awareness of the library's role as public information outlet, recreation center, cultural repository and place for lifelong learning
- a commitment to the principle that access to library materials and information should be unrestricted by policies or practices regarding the type, subject or nature of the information
- a commitment to the confidentiality of all information used by the library's patrons.
- a broad knowledge of the community the library serves
- willingness to represent the library at meetings and public functions

Collectively the board should strive to have:

- rapport with the entire community
- political acumen and influence
- basic business and financial skills
- understanding of legal requirements
- diversity in age, race, gender and occupation
- varied personal backgrounds

[adapted from Virginia Public Library Handbook, Section II, pp. 3]

3. RESPONSIBILITIES OF LIBRARY BOARDS

1. To employ a competent and qualified library director and work for sufficient financial support to provide quality library services
2. To provide good working conditions and benefits for library staff members, opportunities for training and development, and recognition of staff achievements
3. To adopt written policies to govern the operation and programs of the library

4. To know the community and make sure the library's programs reflect the community's needs
5. To create and monitor short and long range priorities for the library
6. To participate in community fundraising for the library
7. To assist in the preparation of the library budget and defend it at budget hearings
8. To ensure adequate and attractive library facilities
9. To attend board meetings and make sure that accurate public records are kept of all board proceedings and actions
10. To be aware of the services of the Kansas State Library and the Kansas Regional Library Systems.

4. ORIENTATION OF NEW TRUSTEES

New members of the board should be provided with information that will help them feel more comfortable with their duties and responsibilities, give them self confidence as they begin their new job, and get them involved early in their tenure. Trustees are more effective if they know how the library functions and what is expected of them. Orientation should start as soon as possible after the new member is appointed. This will give the new trustee an opportunity to get to know the library director, the staff and the board chair and to ask questions about the library and its services.

New trustees should meet with the library director to learn how the library is:

- organized and governed
- funded and budgeted
- operated day-to-day
- structured to serve the needs of the community
- linked to other resources and libraries
- related to the board of trustees

New members should meet with the board president or other qualified officer to learn about the board:

- officers' names and existing committees
- meeting location and schedule
- responsibilities and expectations
- short-term goals, long-range plans and projects in progress
- library accomplishments

New members should be given a packet that includes:

- list of board members with full names and contact information
- bylaws of the board
- minutes of past board meetings
- staff list, with position descriptions
- library policy manual
- library strategic plan
- recent annual reports
- current statistical reports on circulation and services
- current budget and financial reports
- local ordinances and contracts pertaining to the library

[adapted from Virginia Public Library Trustee Handbook, Section II, pp. 5-6]

5. BOARD ORGANIZATION

Section I – Bylaws

All library boards need to assure continuity and consistency for their legal, financial and policy-making activities. Written bylaws are an accepted tool for doing this. Bylaws cover the basic structure under which the board operates.

Bylaws should include:

- Library name
- Mission statement
- Service area
- Provision for selection and appointment of trustees
- Terms and offices
- Names and charges of standing committees
- Provision for special or ad hoc committees
- Definition of quorum
- Time, place and location of meetings
- Attendance requirements
- Provision for calling special meetings
- Parliamentary authority
- Procedure for amending bylaws
- Dates of adoption and amendments

Section II - Open Meetings

All public library board meetings are subject to the Kansas Open Meetings Act (KOMA). Notice of meeting must be provided in advance to those requesting notification. Meetings should be held in a suitable barrier-free location. Meeting agendas are to be made available for everyone attending. The public has the right to be present at the meeting, but there is no right to be placed on the agenda or to speak.

An open meeting must first be held before the board can recess into executive session. There must be a formal motion to go into executive session, stating the justification for closure, the subject of discussion and the time and place the open meeting will resume. The motion must be seconded and carried and recorded in the published minutes. Justifications for executive session include personnel matters,

employer/employee relations, consultation with an attorney and preliminary discussions relating to acquisition of real property.

Section III - Library Board Meeting Minutes

The best protection the public library board can have, if their actions are ever questioned, is an excellent public record of their actions. Because the secretary's minutes are the official record of board action, they should include:

1. The time and place of the meeting, names of all in attendance, and approval of the minutes of the last meeting.
2. A complete record of any official action taken by the board relative to the current meeting agenda.
3. A record of all motions exactly as stated, with specifics on whether the motion was adopted or rejected. Only that information recorded in the minutes can be considered official. The following is a suggested format: "Ms. Jones moved and Mr. Smith seconded that the board authorize the purchase of an additional shelving as recommended by the librarian. The motion was approved."
4. Time of adjournment. No business may be legally transacted following adjournment.

The secretary should also write the official letters of the board, and keep copies filed with other records.

Section IV - Library Board Financial Reports

The board should review the monthly expenses and should also review regularly scheduled financial reports. These reports should include current expenditures for each fund, year-to-date expenditures, balances remaining and an explanation of any fund transfers. Good budget reports can help the trustees know what the library is doing with its resources. Financial reports can be included in a consent agenda.

6. EFFECTIVE BOARD MEETINGS

The agenda should be built around the tasks that need to be accomplished. These should be placed in priority order so that important business can be done early. The agenda should be mailed several days before the meeting with any accompanying documents. Reports should be put in writing and mailed with agenda whenever possible. The director or the board chair can prepare the agenda.

All trustees should come to the meeting prepared, having reviewed the agenda and accompanying documents. Any needed tools (such as a flip chart) should be the responsibility of the chair or the director.

The bylaws establish ground rules for the meeting. The bylaws should provide consistent rules for participation, quorum, voting, discussion, how regular and special meetings are structured, and rules for executive session.

The meetings should start and end on time. There should be reasonable estimates for how long each agenda item will take and the chair should try to meet these expectations. Each board member should be aware that they are expected to be on time and stay until the end of the meeting. Exceptions to this should be rare.

The board should have a policy requesting the resignation of any board member who is consistently absent without a valid excuse: Three consecutive absences might be the standard for such a policy.

The chair should follow the meeting rules and the agenda, move the discussion along, keep everyone on track, encourage all to participate, clarify the issues, and be fair to all members.

All board members should be civil and considerate. It is all right to be assertive, as long as courtesy is observed. All trustees listen attentively to others, and no one should dominate the meeting. There can be time limits set in advance on presentations and discussions, at the chair's discretion.

Everyone should have a clear understanding of board ethics. Individual board members have no authority; the authority of the board resides solely in the collective will of the board, expressed through consensus and voting. No trustee is allowed to direct staff members to take actions without board approval. No trustee is allowed special treatment or special favors.

Assignments should be made clearly, so that there is no doubt about who is expected to do what, and by when.

There should be adequate follow-up after the meeting: Each board member should receive detailed minutes after each meeting for review and correction, if necessary. The chair or someone designated to do so should make sure that action assignments have been accomplished.

[Adapted from the Utah State Library Public Library Trustee Handbook, p. 10]

7. PITFALLS THAT PREVENT BOARDS FROM BEING EFFECTIVE

1. **The Wandering Board:** The board meeting wanders from one topic to another with little action taken and many irrelevant issues discussed. When this occurs meeting after meeting, good board members will begin to consider library board membership a waste of their time.
2. **The Hurried Board:** The board meetings are dominated by a desire to get done "on time." Important decisions that deserve discussion are passed over in a cursory manner because the trustees are unwilling to invest time in the library's needs. Again, good board members will feel frustrated because important decisions are being made without reflection or discussion.
3. **The Rubber Stamp Board:** The library director is often partly responsible for this one by not sharing adequate information with the board. The Board members do not review actions by the director and staff, and do not understand what the library is doing or why. They approve the director's requests with no questions or thoughtful consideration of the issues.
4. **The Micro-Managing Board:** The board does not leave the actual management of the library to the director. Board members become involved with the selection of materials, the employment of staff and the day-to-day operation of the library. Board meetings are held without input from the director or with the director absent. An effective library director will not tolerate this situation indefinitely. Such a situation reflects a breakdown in the relationship between the trustees and the director.
5. **The Antagonistic Board:** Board members do not give each other a courteous hearing and do not accept as final motions that are correctly passed and voted on by the board. Board members publicly criticize the policies and priorities that the library has established by majority vote.
6. **The Absentee Board:** Board members repeatedly miss board meetings. The board often fails to reach a quorum. There is no policy in place for asking absentee members to step down.

[Adapted from the Idaho Library Trustee Manual, Section III, published by the Idaho State Library.]

8. LEGAL RESPONSIBILITIES

Public library trustees must know and accept their legal responsibilities as governing agents of the library. Trustees need to be aware of general legal requirements, strive to act within the law, and seek expert assistance as appropriate. When an individual accepts the office of trustee, they also accept certain duties and responsibilities. These include:

- Maintaining good faith with their constituency

- Obeying federal, state and local laws
- Showing diligence on the job
- Managing property and finances
- Making proper selection of a competent library director

Section I - Potential Areas of Liability

1. Acting in excess of authority. [Examples: removing library materials without due process, imposing unpaid extra hours on staff]
2. Nonfeasance. [Examples: failure to post copyright notices, failure to meet contractual obligations]
3. Negligence. [Examples: unsafe buildings and grounds, failure to supervise funds]
4. Intentional tort. [Examples: libel, assault, improper termination of an employee, theft]
5. Acts in contradiction to the law. [Examples: authorizing payment of improper expenses, purchasing property without proper bidding, failing to follow pertinent rules for hiring]
6. Conflict of interest. [Example: Compensating a board member for doing work for the library]

[Virginia Public Library Trustee Handbook - Section VII, p. 1]

Section II - Liability Insurance

Liability insurance coverage varies with each library. In some municipalities, all governmental entities, including library facilities, are included within the municipality in its insurance coverage. Other public libraries must pay for their own liability insurance coverage for buildings and boards. The library should work carefully with insurance companies to make sure that coverage is adequate for the library's needs.

Library board members, as volunteers to nonprofit organizations, have certain immunities. Kansas law provides that a member of an appointed board acting within the scope of his or her office and without fraud or malice shall not be liable for negligence or wrongful act or omission. These Kansas statutes eliminate the possibility of any board member being personally sued.

However, Kansas law does state that the board as a whole can be sued. Therefore, the board itself can be held liable.

9. PERSONNEL

Section I - Respective duties of Trustees and Library Staff

In the area of personnel management, it is very important that the respective duties of the Board of Trustees and the Library Director be understood and adhered to. Many public libraries have found themselves in serious difficulties because the director would not accept direct responsibility for competent personnel supervision or because individual trustees interfered with library operations. On many policies and projects the trustees and the director will work side by side as members of a planning team. But the director must serve as the direct and responsible supervisor of library staff.

Personnel Responsibilities:

- The Board employs a library director who meets the stated requirements and has the needed skills.
- The Director hires and supervises staff according to policy and utilizes the skills and initiative of the staff members to the library's advantage.
- The Board adopts personnel policies and a personnel handbook, making sure that they concur with local, state and federal laws that relate to employment practices.
- The Director provides board with recommendations and materials to review and maintains the adopted policy manuals.
- The Board provides an adequate salary schedule and fringe benefits for all employees.
- The Director suggests improvements needed in compensation and working conditions.
- The Board supports and authorizes in-service training and professional development for both staff members and trustees.
- The Director recommends appropriate opportunities and specifies available funding for training and development.

- The Board notifies appropriate authorities of vacancies on the board, recommends qualified candidates, if appropriate, and participates in the orientation of new board members.
- The Director participates in the orientation of new trustees.
- The Board develops criteria for evaluating the library director's performance and reviews director's effectiveness.
- The Director maintains up-to-date job descriptions and complete personnel records for all staff members.

BOARD AND DIRECTOR ROLES: THE GOVERNANCE MODEL

| Library Board | Library Director |
|---|--|
| Board Leadership <ul style="list-style-type: none"> • Risk and the future • Politics and influence • Mission and Vision • Strategic direction • Partner with director | Director Leadership <ul style="list-style-type: none"> • Risk and the future • Politics and influence • Mission and Vision • Strategic direction • Partner with board and staff |
| Board Management <ul style="list-style-type: none"> • Budget approval • Director hiring and evaluation • Policy creation and approval • Bylaws and board committees • Board projects • Community relations | Director Management <ul style="list-style-type: none"> • Create budgets • Hire, coach and evaluate staff • Policies and procedures • Organize work of the library • Plan and implement projects • Outreach to community |
| Tasks <ul style="list-style-type: none"> • Meeting attendance & participation • Record minutes and legal details • Sign checks, approve expenditures • Attend board training • Research and committee assignments | Tasks <ul style="list-style-type: none"> • Circulation, reference, programming • Technology services • Collection development, cataloging • Children's services • Customer service • Community outreach |

Section II - Hiring a New Director

Get the current director's resignation in writing and conduct an exit interview. If the director is leaving in good standing, listen carefully to any recommendations for the future. In any case, look carefully at the library's current situation. Review compensation and benefits to be sure they are reasonable.

Approve a job description that includes responsibilities, specific duties, salary and fringe benefits, terms of probation or evaluation, minimum qualifications and experience, desirable qualifications and experience and reporting relationships.

Form a search committee. Agree on procedures, budget and a timeline and submit them in writing to the full board. Make plans to keep full documentation on every step of the process for the board's protection.

Determine methods of recruitment. The position advertisement can be distributed to:

- local newspapers
- library schools
- state and/or professional job search sites
- other online sources

Write posting for position that contains the following:

- job title
- responsibilities
- qualifications
- salary range and/or minimum salary
- employee benefits
- request for resume and references
- date of availability
- contact information for submissions

- closing date for applications
- equal opportunity employer statement

Determine the questions to be asked of the candidates. All candidates should be asked the same basic questions with additional questions based on the answers to the basic questions.

Appropriate areas for questioning are:

- record of achievements
- record of stability
- knowledge, skills, abilities
- education
- experience
- interest in position
- expectations

Select the 3 to 5 most competitive candidates to interview in person. If the applicants are not satisfactory, it is better to re-advertise the position than to lower the standards for the job. Make sure the salary and benefits are enough to attract candidates of the desired caliber.

Send the candidates information on the library and the community before they come for the interview.

Set a positive and comfortable tone for the position interview. Provide a tour of the library and allow the candidate to talk with staff members in addition to the interview.

Interview the applicants in a professional fashion.

Answer the finalists' questions openly. Be frank about your expectations, what the job has to offer and any unusual problems the new director may be facing.

Select the best candidate and submit selection to the full board. A formal motion and vote should confirm.

Notify the successful candidate in writing and get an acceptance in writing. Notify the unsuccessful candidates in writing that a director has been selected.

Send an announcement to the local media after the successful candidate accepts.

Keep all the paperwork connected with the hiring process on file.

Section III - Evaluating the Director

The evaluation of the library director should be an ongoing process, a natural outgrowth of a good relationship between trustees and library administrator. The director should be given help with problems and advice on mistakes in a timely fashion that facilitates quick resolution.

A formal annual evaluation of the library director is an excellent management practice. If the director is giving general satisfaction, this should be an appraisal of the job description and of progress with specific objectives. If the director looks forward to a chance to evaluate the director's position, rather than dreading a forum for unforeseen criticism, he is more likely to make effective adjustments in his priorities.

There are times when the director is not performing to the board's satisfaction in certain areas. At such times, the board's watchword should be SPECIFICS. The director should be given specific tasks to accomplish within a specific period or specific behaviors to change. Unspecific charges such as "bad attitude" are more likely to result in frustration and anger than constructive change. Many directors have successfully corrected an unsatisfactory situation after they gained a clear understanding of the board's expectations.

Any evaluation of the library director should be based on how the library itself is doing. The board might consider questions such as:

1. Has the director managed the library so that it can provide the intended services?
2. Has the director managed the staff so that operations are friendly, efficient and cost effective?
3. Is the community visibly pleased with the public library?
4. Has the director been a leader in making the community aware of the library as an important service?
5. Has the director made progress in achieving the objectives outlined in the library's plan?

6. Has the director provided sufficient information to the board so that it can perform effectively?
7. Has the director kept in touch with new trends in library service and relayed these to the staff and the board?

[Adapted from the [Virginia Public Library Trustee Handbook- Section V, p.5]

Section IV - Dismissing the Director

Probably the most painful situation a public library board can face is the dismissal of the library director. Boards that hire carefully, communicate well, nurture positive working relationships and evaluate effectively are far less likely to face this unpleasant task. However, when serious problems cannot be resolved, dismissal becomes a last resort.

Library directors are usually dismissed for poor performance, combined with unwillingness or inability to improve, or for major infractions of policies or library law. Such a situation calls for careful courtesy on the part of the trustees, both for ethical reasons and to prevent possible countercharges.

When considering the termination of the director, the board should review the following questions:

1. Has the director received formal appraisal of his work?
2. Is there a clear paper trail documenting the problems and the actions the director was expected to take to correct them?
3. Is there any evidence that personality clashes or unreasonable biases are a factor in the decision?
4. Has the board dealt with problems as they arose?
5. Has the director been given a full hearing?
6. Has the director received written notification of the dismissal with the reasons for it listed explicitly?
7. Have the trustees received appropriate legal advice and is the board prepared to justify its actions?
8. Are there any library policies that need to be changed as a result of the situation?
9. Has it been determined how the dismissal will be presented to the public?

[Adapted from the Virginia Public Library Trustee Handbook, Section V, p.9]

10. FINANCES

The library finances are an area where the trustees and the director should work in close partnership and where high trust among them really pays off. Both board and staff should have a clear understanding of the budget process and major opportunity to contribute.

Libraries have historically been less than aggressive in obtaining adequate funding to support quality library programs but this is changing. More trustees are realizing that income must exceed the levy authorized by statute or by charter ordinance. However, it is important to keep in mind that libraries in Kansas operate under cash basis law, that is, libraries may not create any indebtedness over the amount of money on hand in the treasury.

The usual sources of income for public libraries include:

- levied taxes
- appropriations from community funds
- state, federal or foundation grants
- system grants
- contracts for furnishing a special service
- income from library operations: fines, damaged materials, copying charges
- interest on investments
- community fundraising

The normal expenditures that most libraries have to budget for include:

- salaries
- benefits [social security, retirement, workmen's compensation, health insurance]
- utilities

- building maintenance [cleaning, insurance, maintenance, repairs]
- equipment and software
- collection materials
- databases and e-content
- summer reading and literacy support
- cultural or artistic events
- book clubs
- workshops and crafts programs
- storytimes for children
- programs for older citizens
- local history and genealogy
- outreach
- special collections
- operating expenses [printing, postage, travel, memberships, supplies]
- capital expenditure such as a major building project or major equipment purchase

Section I - The Public Library Budget Process

Every viable public library should have a budget process that involves more than the casual updating of last year's budget. The basic steps in the program budget process are:

1. Review the community's needs, demographic trends and economic conditions.
2. Review the library's goals and objectives.
3. Develop a timeline with assigned responsibilities and realistic dates for completion of key tasks.

4. Evaluate programs and services to determine needed changes and the prior year's actual costs. Determine if any of the library's activities are complete or need to be eliminated. Make sure all key staff members have input into the creation of the budget program.
5. Identify revenues and expenditures. Review by line item, justifying changes with workloads, circulation figures, prior demands or other data.
6. Develop and evaluate initial budget.
7. Develop final budget.
8. Develop budget presentation for local funding authorities. Be fully prepared to explain, justify and negotiate the needed financial support. The library must be presented as a basic community service and information utility.
9. Present budget and obtain budget approval.
10. Make any needed revisions.
11. Present the budget to the community. Tell the community what it can expect and what the current funding level will and will not accomplish. Take advantage of the opportunity to let public know of the variety of activities and services the library will be offering.
12. Assign the director and staff to implement and manage the budget. The board's role should shift to maintaining an awareness of the expenditures and the adherence to the budget plan.
13. Review regularly scheduled financial reports. These should include current expenditures, year-to-date expenditures, budget remaining and explanation of any major changes. Unexpected expenses of any size should be approved by board motion.
14. Work for future success in securing adequate funding by maintaining good communication with the local funding authorities. It is important that local officials understand what the library needs and what the library is accomplishing.

Section II - Extra Income

Federal-State Grants-in-Aid

A statute was passed in 1975 that provides for annual grants to regional systems and eligible public libraries. These funds supplement, but may not replace, local funds. One third of the total amount is distributed by formula to the seven regional

library systems. The remaining two thirds are distributed to public libraries on a formula based on the population of each library district. The per capita amount varies slightly from one year to the next. Grants-in-aid money may be used for any public library purpose except construction, repair, debt reduction or basic utilities.

The grants-in-aid funding is in perpetual danger of major cuts due to the pressures on the Kansas state government budget. Both library staff and trustees of Kansas public libraries should be prepared to justify the critical nature of these funds to the Kansas Legislature and the Governor's office.

Library Services and Technology Act (LSTA) Grants - The Library Services and Technology Act provides funds from the federal government for libraries. Congress appropriates money for this program annually and the amounts vary from year to year.

Regional System Grants

NEKLS makes grants to eligible public libraries through the Public Library Accreditation Standards program. Current information on accreditation levels and grant amounts may be obtained directly from NEKLS.

11. COMMUNITY FUNDRAISING

Community fundraising is the most talked about and least accomplished task in the not-for-profit sector. Libraries want and need more money but many librarians and trustees are reluctant to do the planning and asking and thanking that it would take to get it.

But just as a fit and healthy person is hungry for food, an excellent library is hungry for money. Many excellent libraries have made fundraising a priority and have seen their collections, programs or services improve as a result. Community fundraising is no substitute for adequate tax support but as a supplement to good public support, it can make a good library visibly better.

Americans give more of their private income than any other people. 90% of what is given comes from individual gifts. Success in fundraising comes from a base of individual donors.

Most people do give. Statistics show that Americans from all income brackets make gifts. In fact, low-income people give a larger percentage of their income than wealthy donors.

People give to what they care about, of course. But they also give when they are asked to give. If the library doesn't ask, another agency will. People make repeat

gifts when they believe their gift has been valued and appreciated. Even wealthy people will not continue to give if they don't receive proper appreciation.

Community residents are not going to give more money to the library because it would be nice for the library to have more money. Those doing the fundraising must be able to state exactly what the library needs and exactly how the community will benefit if the library gets it.

Community residents are not going to give money so the library can hire staff or pay the utility bill. If the library's fiscal problems are that serious, the board should be looking at increased public support, not fundraising.

Section I - Effective Fundraising Techniques

1. Direct Mail - It takes time and patience to build a donor base through direct mail. Most professional fundraisers believe that a direct mail database should be cultivated for years, like a garden. Long term non-responders should be weeded out, but many people will not respond, even if they care, until they realize the need is not going to go away. A one-time form letter simply isn't worth much money. Direct mail can be effective but for most libraries, it is far better to send a personal letter to a hundred people than a form letter to a thousand. And the hundred should be chosen for logical reasons; because they are community leaders, concerned parents, heavy library users, neighborhood residents, supporters of causes the library can help with. You should be able to give each person at least one reason why you believe they care about the library.
2. Capital Fund Drives - People will give more to a one-time request for a specific purpose than to a regular solicitation. But it does require the strong goodwill of the community. The library must already be successful and popular when the fund drive is implemented.
3. Memorials - People are looking for an appropriate way to preserve the memory of a loved one and invest in the future of the community. The mistake most libraries make is to neglect the subtle but long term marketing that will have people thinking of the library when such a gift is appropriate.
4. Book sales - Libraries have made this their specialty. When a book sale is a well-organized annual or biennial event, it can make a surprising amount of money for the library. With some added festivities, it can be a highly visible community tradition that people look forward to.
5. Novelties - These are small-scale unusual things such as auctions, raffles, wishing trees, and letters to Santa Claus. They don't usually net huge amounts of money but they are fun and they can make people think about the needs of the library.

6. Individual Appointments with Potential Donors - This is by far the most important fundraising technique and the one that raises significant amounts of money. If you are planning to ask a local corporation, a wealthy citizen or a community leader for a significant amount of money, it is not effective to use mail or telephone. It requires a scheduled appointment and a carefully stated case, accompanied by a one-page flyer that repeats the most salient points.

The perceptive donor will sense when a fundraiser expects to fail or doesn't really believe in the project. Genuine enthusiasm will build understanding and support even when the donor feels unable to give the requested amount.

Many librarians and trustees are not comfortable with this fundraising technique because they equate a turndown with failure or even rejection. But they become more comfortable when they realize that turndowns are simply part of the business and that even a percentage of successes has real benefit for the library.

Good prospects for fundraising include:

- Corporations and businesses that are known to be civic minded
- Organizations and clubs that support the community
- Wealthy individuals who have friends among the library supporters
- Those who have already given gifts to your library
- Members of the Friends organization
- Heavy library users
- Community leaders and members of local government

Section II - Saying Thank You

Fifty percent of successful community fundraising is saying thank-you. Many libraries that have unsuccessful track records in fundraising also have no reputation for being appreciative.

Every gift to the library, of any size, should be acknowledged. The thank-you should be appropriate and personal. Form letters are not appropriate, especially in a small community

If the library has a number of donors who give significant amounts, it is often effective to have an annual dinner or reception, hosted by the library to show their

appreciation of those who support the library. Plaques, flowers or their acknowledgements are often an appropriate part of the celebration. In any case, it should be a gala affair, designed to make the donors feel that they are important to the library and that they have made a real contribution to their community.

The donor of a large gift must be thanked several times in several different ways, not mechanically but creatively. It can be impressive when the board, the staff and the Friends are all moved to express their appreciation of meaningful help for the library.

The library can gain an edge over other fundraising entities by putting time and thought into appreciation.

Section III - Planning, Patience and Perseverance

Planning, patience and perseverance have been called the three watchwords of fundraising. Planning is essential: to document the need, formulate the strategies, complete the tasks, and organize the acknowledgements.

Library supporters who are interested in fundraising should do some research on fundraising techniques or schedule a board workshop on the topic.

A library cannot build a climate of community support overnight, whether the goal is increased public support or increased supplemental support, or both. Patience is necessary for the library's fiscal health.

Perseverance is also necessary for success in this field. Far too many librarians and trustees have been discouraged by setbacks that could have been regarded as valuable experience.

12. LIBRARY BUILDINGS

Library trustees have a major responsibility to make sure that the library facility or facilities are maintained for public comfort and safety, are durable, comfortable, welcoming and efficient. Library buildings that are ugly, shabby, outdated, poorly maintained, overcrowded or inefficient have a devastating effect on public support. They invite both library users and the larger community to dismiss the library as unimportant and largely irrelevant in today's world.

At the same time, it is important for the contemporary library trustee to see the library building as a hub in a network of services that extend far beyond the library walls. Librarians often refer to this concept as "the library without walls."

Increasingly, it will involve not only regional systems and state support, interlibrary loan and outreach services but global access to information and remote access by

citizens to a variety of information services. Libraries can either become territorial about their share of recreational and information services or they can choose to collaborate with a wide variety of other entities and create together a level of information access that has never been seen before, especially in smaller communities.

Every public library should have a long range plan for the library facility. This should include:

- a regular monitoring of needed repairs and improvements
- a timeline and fiscal plan for needed remodeling, expansion or a completely new library
- a plan for compliance with the provisions of the Americans with Disabilities Act
- an annually reviewed plan for appropriate library technology, that includes input by staff, system consultants and state library consultants
- an ongoing weeding program.

Section I - Library Building Programs

When the library needs a remodeling, expansion or new library building, there are certain steps that will ensure an effective building program:

1. major input from consultants, either from a professional building consultant or from professional library consultants working in the regional library systems or the state library
2. a fiscal program for obtaining the necessary funds
3. a building program that describes the library's needs in detail, for every department and every physical area
4. consultation with staff and trustees in other libraries that have completed similar building programs
5. careful selection of an architect who will communicate well with the building committee and monitor the project carefully
6. contribution to the planning process by library staff and careful consideration of both staff and public needs

7. one member of the building committee willing to monitor the progress of the building project and report possible problems
8. a careful documentation of every major step of the building program.

Section II - Financing a Building Program

Most Kansas libraries use a combination of several methods to finance a new or expanded library facility.

A bond issue is often needed to meet a substantial share of the costs. By passing a bond issue, the electorate agrees to tax itself to pay for bonds which are sold to pay for capital improvements. The board will need professional advice to consider the length of the term of the bond issue in relation to the actual yearly cost to the owner.

Libraries can also choose to transfer funds from the operating budget to a capital improvement fund. Up to 10% of the annual tax support can be transferred in this way as well as non-tax funds.

The local taxing authority (city, county or township) may choose to assign funds to aid a library's building program. Members of local government should certainly have a clear understanding of why the building program is critically needed.

The board may choose to implement a fund drive to obtain enough funds to begin the building project. This requires genuine dedication on the part of the trustees, staff, Friends and community leaders but it can often raise a surprising amount of money.

Library consultants are often asked about grant monies for building programs. This option is not very promising, especially since federal library funds are no longer assigned to construction, but grants from local foundations or corporations are sometimes part of the fundraising for a library building program.

Section III - Library Building Project Errors to Avoid

There are certain mistakes that are found over and over after library building projects are concluded. The building committee and the architect should work for the specific prevention of these during the planning for the project, with invited input from appropriate consultants. An architect would be well advised not to dismiss the importance of these during the architect selection process:

- incorrect cost projections that force the cutting of realistic space requirements for community needs
- carpets or furnishings not durable enough to stand up to public library usage

- inflexible furnishings that can never be moved
- problems with roof seams and skylights
- problems with heating and air conditioning units
- north facing or poorly protected entrances
- poorly lighted restrooms
- underestimation of the level of technology that will be needed by the library in coming years
- inflexible and inadequate wiring
- an extremely inadequate number of outlets
- inadequate storage
- inadequate compliance with accessibility requirements
- inadequate work space for the staff, no private space for the director
- poor visual control of the library by the library staff
- meeting rooms without adequate storage, kitchen facilities, or a separate entrance
- inadequate arrangements for children's programs.

13. LIBRARY TECHNOLOGY

Section I - A Plan for Technology

Every public library should have a constantly evolving plan to incorporate library technology into the library's service programs. The substance of this plan will be greatly affected by the size of the library and its financial resources. But it should answer the following:

1. How many public computer workstations does the community require?

2. Does the library have an up-to-date plan specifying the software packages that should be available to the library staff to make the library operations more effective?
3. Does the library have a technology management plan that handles timely backups and an inventory of library hardware and software?
4. Does the library have appropriate Internet access for both staff and public use? Is the library's Internet service provider proving reliable?
5. Is the library making effective use of the services available through the State Library and their regional library system?
6. Does the library have a fiscal plan to finance the automation and technology updates that should be implemented within the next three years?

Section II - What Should Technology Accomplish for a Library?

Most Kansas trustees have come to recognize the importance of appropriate technology to public library development. But in view of the costs of library technology they should ask, and quite frequently do ask: "What is it that we want to accomplish with this technology?" One answer given by librarians is: "It gives access to much more information." To which the alert trustee sometimes responds: "Information needed by whom?"

Professor Roger Greer and Professor Robert Grover give a more thoughtful answer. The two library school faculty members see library technology as changing not only public library services, but also public library service philosophies.

Before the current technological revolution, libraries had to focus on their collection. They measured their success by the size of their collection because the bigger the collection was, the better the chance that they would have whatever the next library user would happen to want. Good librarians had an intuitive feel for what their patrons would most often need, but little hard data on what needs were actually being met.

But in a modern library, the focus is not on collections but on people. The library is not limited to what it has the ability to own. The librarians go wherever they have to go to meet the individual needs of the individual library user, whether that need is frequently or rarely expressed. Success is not measured by collection size but by client satisfaction.

Furthermore, technology allows the modern library to build the home collection on the basis of the most systematically collected data about the needs of the community. If there is a club of pigeon fanciers in town, the library will not fail to have the most respected materials on pigeons. A library that is only a warehouse of

materials could have such a failure and never know it. The “information utility” library is not serving a combination of favorite patrons and faceless users, but a wide range of clients whose needs are known because they are proactively studied.

Which is not to say that this brave new world has no problems. Library staff members are frequently frustrated, if not actually frightened, by the huge mass of clumsily organized information out of which they are expected to find the information on Sanibel Island or miniature livestock or legislation on water rights that their clients actually need. This problem will gradually improve as searching and retrieval techniques become more sophisticated. In the meantime, there are many constructive actions that can be taken by libraries of all sizes:

1. Trustees should regard the ongoing training of library staff members and trustees as a top priority, in spite of financial stringency.
2. Libraries of all sizes should regard modern interlibrary loan, not as a luxury or a burden, but as an absolutely integral part of client-based library service.
3. Smaller libraries should make contractual arrangements to tap the skills and knowledge of the reference librarians that can be supported by larger ones.
4. Libraries of all sizes should seek current information on techniques for studying communities and doing needs assessment for public libraries.
5. Libraries of all sizes should relay continuous information on their unmet needs to the regional library systems so that proactive planning for Kansas library development can take place.

[The material in this section is adapted partly from *Libraries as Public Information Utilities: An Imperative for Survival* by Roger Greer and Robert Grover of the School of Library and Information Management, Emporia State University, Emporia, Kansas]

14. COMMUNITY INFORMATION

Library trustees are increasingly aware that technology is has made great changes in how library services are offered. The development of online communication holds great promise, not only for libraries, but for whole communities. Librarians are beginning to ask not one but two questions: (1) How can this technology be used to improve the library service offered in our community? (2) How can this technology be used to improve the total quality of life in our community?

Information is certainly the heart of library service. But information is also becoming so essential to every level of society that people speak casually of living in the "Information Age." Information has been critical to the global economy and to the functions of both nations and states. But increasingly, information is also

community business. Because information is both library business and community business, libraries need to be involved in community planning and development.

Local government, local schools, local hospitals, local businesses, local civic organizations, local agriculture, local libraries have all been planning to gain access to telecommunications so they can gain the information to meet their special needs. But in many communities, these community elements have done their planning in isolation, with little awareness of what the others were doing. More recently, community leaders from government, health, business, education, civic leadership and libraries have started to come together to discuss the information needs of the whole community.

Often the first need of such a group is simply increased awareness. What is actually happening in the community? What kind of information do the citizens use in their daily lives? What are the benefits of access to online information? What are other communities of similar size doing? What information is needed in a community database? What can the community do to fund the access that is needed? Is there anything they can do to help their citizens gain the teleliteracy that they will need? How will access to the Information Highway come to town and how will it be financed?

There is no single "recipe" for effective community information, any more than there is a single "recipe" for a healthy and flourishing town. Christopher Hoy comments: "Communities can consider information to be a new public utility, just like water or power. If it is a utility, they can develop the capacity to plan for it. A top-down approach to citizen teleliteracy can't work because it will inevitably be a one-size-fits-all, centralized, technology-focused solution. A bottoms-up approach works best because it grows out of a community's circumstances, it's distributed instead of centralized, its application-focused rather than technology-focused and it has the added horsepower of being locally owned. Presently there is an institutional gap that must be filled by a volunteer group willing to work on awareness, access, training, partnerships and planning."

Library trustees have the potential to play a major role in this new field of community information. Effective library trustees are often effective community leaders. Whatever their own profession might be, the library trustees can contribute to the community's understanding of its total information needs. And library trustees can make sure that the public library is not overlooked when such planning begins to take place. The absence of the library in when community information planning takes place can only damage both the library and the larger community.

Several Kansas library leaders have pointed out that a fine public library, already well integrated into the community, can serve as the catalyst for the development of a community information planning task force. The library can serve as the host institution for planning meetings. The librarians and trustees can search for the motivated volunteers that want to plan for community information.

Community information is a new field and planning for a community information utility is not an easy task. Some towns have been astonished to realize that they have virtually no experience in functioning as a total community. But many community leaders have also found that it was the information needs of their hometown that finally made the information revolution relevant to their everyday lives.

[The ideas in this chapter are adapted from *Recipe for a Rural Renaissance: Community-Based Information Technology* by Christopher Hoy, with the permission of the author.]

15. PLANNING AND EVALUATION

Section I - The Library's Long Range Plan

The public library that does not plan will change. But the change will lack a focus. It will be in response to immediate pressures rather than to meet long range needs. The library, in other words, will drift.

Change by drift is likely to make the library less and less relevant to its community's real need. Faced with a choice between an agency that is playing a dynamic role in community affairs and one which is drifting, the public is likely to support the agency that is truly meeting its needs." (Idaho Library Trustee Manual, page VI-1, Idaho State Library staff, 1996.).

Systematic planning is essential to excellent library service, yet it is an area that allows a library board to set an individual style. While research can be helpful, the board and director should not feel obligated to accept tools or procedures that seem unnatural or unhelpful.

The library's long range plan should include the following:

1. A review of the current strengths and weaknesses of the library. What assets does the library have now that can be built upon? Is there a handsome facility, a friendly staff, a superior reference service, a strong Friends Group? What strengths does the library need to build? Is there a too-small video collection, inadequate space for children, poor signage, an invisible interlibrary loan program, poor public relations?
2. A community analysis and needs assessment: It is basic to planning to know the community and address its individual needs. The trustees and staff should become familiar with the demographic and economic data of the community and its cultural, recreational, educational and information resources. The library needs to understand what the community has and what it lacks before defining the library's role in the community.

3. A statement of the library's mission, goals and objectives: Once the library's overall role and mission are defined, specific goals with measurable objectives can be set.
4. An arrangement to make planning an ongoing process: Unless a crisis or sudden opportunity requires an immediate updating of the plan, the plan should be updated on an annual basis.

Benefits of a long range plan:

- Allow rational justification of the budget with governing authorities
- Helps assign priorities to library programs
- Motivates both board and staff
- Gives clear measures of success
- Encourages coordination and accountability
- Assures enough lead time to undertake projects effectively
- Leads to steady growth by encouraging yearly evaluation

A plan for a specific project should include:

- Summary of data supporting the library's needs
- Summary of desired outcomes, whether personnel, collections, services, programs or facilities
- Identification of objectives necessary to implement the project
- Timetable for achieving objectives
- Cost projections for implementing the plan
- Assignment of tasks to complete the plan
- Provision for evaluation and reassessment.

[Part of this material is adapted from Virginia Public Library Trustee Handbook, Section VII - p. 3]

Section II - Project Evaluation

The authors of *Evaluating Library Programs and Services: Tell It!* have commented: "The purpose of evaluation is not to prove, but to improve. The emphasis in any evaluation is on what can be learned in order to improve services in the future. In fact, it might be useful to think of evaluation as synonymous with learning." The less individuals feel defensive during evaluation, the more likely they are to use evaluation as an effective tool. When evaluation is used effectively, the library's programs retain their vitality and the library services improve over time.

After any major project such as:

- a building program
- an automation program
- a new library service program
- a major acquisition
- the hiring of a new director
- a levy campaign
- the creation of a new policy manual
- the termination of a director
- a major fiscal crisis

the library board and the library director should meet for a project evaluation. The following questions should be answered:

1. What went well during the project?
2. What might have been better handled differently?
3. What benefits will the library's users gain from this project?
4. Is the community really aware of the benefits of this project?
5. Has local government been adequately informed on this project?
6. Is additional publicity needed to make this project most effective?

7. Did the board and staff make effective use of consultants and professional advisors during this project?
8. What is the project's impact on the library finances?
9. Will the staff be making any changes as a result of this project?
10. Should statistics be kept or groups consulted to measure the ongoing effectiveness of this project?
11. Is there another project that should become the board's new priority?

Section III - Library Board Self Evaluation

Since an effective library board is vital to an excellent library, the board of trustees should consider its performance as part of the total evaluation of the library. Boards willing to look at themselves should ask these questions:

1. Is the board functioning effectively as a group?
2. Does the board have a clear understanding of its trust and responsibilities?
3. Does the board stay out of the administration of the library, yet consult with the librarian on how well the library is doing?
4. Does the board meet frequently, with the benefit of agenda, detailed minutes and appropriate reports mailed in advance of the meeting?
5. Do individual trustees have good attendance records?
6. Does the board have a good relationship with the library director? Does the director concur with the board assessment of this partnership?
7. Has the board done everything possible to make sure the library can have an excellent staff? Are compensation and benefits competitive, policies clear, continuing education supported, staff expertise respected?
8. Do trustees accept assignments on behalf of the library?
9. Has the library board acted effectively to cope with problems, handle challenges and take advantage of opportunities?
10. Have the director and library board been successful in gaining effective financial support for the library?

11. Does the library have an annually updated plan and an annually reviewed policy manual?
12. Are the trustees visible in the community as advocates for excellent library service?
13. Are the trustees aware of current issues facing Kansas public libraries?
14. Are the trustees visible in Kansas state government as advocates for excellent library service?
15. Do the trustees attend workshops and conferences to enhance their skills and knowledge as library board members?

[Adapted from the Colorado State Library Toolbox for Library Trustees, by Katherine Brown, 1992]

16. MARKETING THE LIBRARY

An excellent public library is not possible unless effective services are supplemented by an ongoing and well-planned program to market those services to the entire community. All too often, marketing is the weakest part of the library's program and only regular library users are aware of the range of services that the library offers. The library suffers from inadequate support and the community suffers because needs that could be met by the public library are either not met or are met at a higher cost to the consumer.

Section I - Hard Questions

The director and the library board should begin their plan for marketing by asking as many hard questions as they can assemble. Not every idea for marketing the library can or should be adopted but a wide range of options should be discussed and considered.

Does the library director and the library board have current information on the community's demographic, education and economic trends?

Does the entire community know where the library is located?

Is it possible to drive by the library and not be aware that it is the public library?

Is there any signage in the town that helps people locate the library?

Is the library facility attractive and welcoming?

Is the library accessible to those who have disabilities or fragile health?

Are the collections attractively displayed, well maintained and appropriately weeded?

How many times would you multiply the official service population to get the annual circulation? If it is less than three, the library's circulation is dangerously low. If it is more than twelve, there may be serious strain on the library's present collections.

Is there a pleasant area where people can sit in comfortable chairs and browse through magazines and newspapers?

Are the staff members friendly and helpful?

Would a first time user of the community's library have any way of knowing about the library's interlibrary loan service?

Does the public library have specific ways to pursue reference questions that cannot be answered in the home library?

What information needs is the library meeting through the use of CD-ROM and online information?

Is the library involved in community planning for access to electronic information?

How would people that don't use the library learn that the library offers any of the following?

- Internet access
- popular videos
- audiobooks
- access to talking books
- genealogy materials
- laptops and tablets
- printers
- e-books and downloadable content
- story hours

- toys and games
- library programs
- voter registration

Does the public library have services and/or programs that actively and visibly serve any of the following?

- local businesses
- local government
- older adults
- young children
- public schools
- persons with disabilities
- working parents

Does the library have an active community fundraising program?

Does the library have an active Friends of the Library organization?

Does the library have a reputation for showing its appreciation to people who offer their help?

Does the library have a successful partnership with local media?

Does the library have 30 to 60 second spots on local radio and television?

Does the library have effective speakers who make presentations to local clubs and civic organizations?

Does the library have at least one program that has become a highly visible community tradition?

Does the library have a website and a social media presence?

Section II - Marketing the Library to Community Leaders

- Send a library card to every official who doesn't have one

- Send a brief quarterly report on library accomplishments to local officials
- Send brief quarterly reports to school principals and school superintendents on what the library is doing for school age children
- Find ways to thank local government for the funds they contribute to the library
- Have staff members and trustees join organizations that attract community leaders and begin building relationships with them. These might include Chamber of Commerce, Rotary, Kiwanis, Lions, PTA, Civic Associations, Business Associations
- Get to know the business leaders and find out what their needs are. Don't ask them what they need from the library, simply find out what they need
- Help the business leaders learn about resources in the area's library collections and on the Internet
- Make sure local employers are aware of the library's efforts to promote literacy
- Hold newsworthy, photogenic events at the library that the media will want to cover
- Take out paid advertisements in the media as businesses do
- Have at least one annual food event (breakfast, lunch, tea, cocktail party) where you invite community leaders to share information on what they want for the community. Share information on what you want the library to do for the community

Section III - Marketing the Library to Library Users

- Have the staff study circulation and building use to learn how people are using the library
- Make sure the library has a comfortable and inviting reading area
- Put information about the library's services and programs on flyers and bookmarks and distribute them through the community and with each circulating book

- Invite small groups of citizens to the library and find out what their needs are. Don't ask them what they need from the library. Ask them to talk about their needs in their daily lives, families and careers. The library staff and board will decide how the library can help.

Section IV - Reaching the Non-User

Many people who do not use the library fall into two categories. Either they regard reading as a means to an end, rather than an end in itself or they prefer to gain both information and recreation from non-print formats. They often have needs that can be met at the public library, but they will be unlikely to think of the library unless their attention is called to specific library services. The library's first priority, therefore, should be to get library service out of the library facility and into the "library without walls," the information community.

Many creative pairings of library exhibits and citizen interests have been used by public libraries. If the actual materials cannot be used, brochures, book jackets and bookmarks can make people aware of possibilities.

- banks/ money management
- hardware stores/ home repair, gardening
- camera stores/ photography
- computer stores/ hacking, Internet access
- travel agencies/ travel
- music stores/ music
- museums/ turn of the century bestsellers
- sports equipment/ sports
- florists/ flower arranging
- childcare/ children's issues
- churches/ social issues
- service garages/ motor manuals
- annual fairs/ agriculture, crafts

Public and social service agencies should be encouraged to think of the public library as a place to disseminate information on their services. Trustees should talk to those who directly serve the children, the aging, and the economically disadvantaged and see if they have any publications that can be archived and/or prominently displayed in the library.

17. ADVOCACY

It is essential for trustees to be knowledgeable about the political process and to learn the art of advocating for library service. Trustees need to cultivate relationships with local, state and national officials and work with them to increase support for libraries.

Lobbying is the process of expressing opinions to the decision makers and supporting those opinions with hard evidence. It provides an excellent opportunity for trustees to use their knowledge and experience to work for better public libraries. Trustees and Friends are particularly important to library advocacy because they are citizen advocates. Legislators are not particularly surprised to find that librarians support libraries. They have occasionally been surprised at the groundswell of citizen support that an effective library program can muster.

Libraries sometimes feel that it is hard for them to compete with other essential services. But they do have a very broad, if not always deeply tapped, base of citizen support. There is also a large overlap between active library users and informed voters. Legislators are well aware of this. Citizen support for libraries can be built, not overnight but through a long-term program of persistent effort.

It is not a task that trustees have to do alone. Others in the community will be willing to support library issues if you provide them with the facts and let them know you need their help.

All Kansas boards need to be aware of proposed legislation on local, state and national levels that may have an impact on library service.

Section I - Tips on the Art of Lobbying

1. Credibility is crucial. Approach officials when you have a clear purpose to accomplish. Anticipate questions and be prepared with evidence to back your position.
2. Focus on the facts. Prepare a simple fact sheet to give to elected officials. Use testimonials only to effectively back other arguments.
3. Represent the local point of view. Explain how a proposal will affect the library and the voters in the community.

4. Be considerate and polite. Hostile or negative behavior is invariably counterproductive.
5. Know the status of legislation that affects you and be prepared to respond quickly.
6. Build coalitions with others who share your concerns: library users, Friends, business people, teachers, and retirees.
7. Don't assume that your communications cannot be effective. Ten personal letters or phone calls on an issue is an avalanche. Twenty is a rebellion.
8. Respect the opinions of elected officials. Thank them for their consideration even when they don't agree with your position.
9. Make a point to thank an elected official who supports your position.
10. Use correct titles, correct addresses, correctly spelled names in all written or electronic communications. Avoid form letters.
11. Make appointments with elected officials. Invite them to lunch or sponsor special occasions to share your concerns.
12. Send newsletters and articles of special interest. Don't wait for a crisis to make an initial contact.
13. Support legislators who support libraries. Give money or campaign for them. At the very least, vote for them. Don't take their support for granted but keep them informed on what is happening.

[Adapted from the Utah State Library Public Library Trustee Handbook, 1993 p. 26]

Section II - Tips on the Art of Testifying

If you are ever called upon to testify before a legislative committee, you might find this tip sheet prepared by Lisa Kinney, a former Wyoming State Senator, very helpful:

1. Keep your comments reasonably succinct. Don't ramble.
2. Answer questions as often as necessary. Legislators find it difficult to read, listen and think at the same time, though this is a job skill they build as time goes on.

3. Don't be arrogant, sarcastic or rude. A legislator may be ignorant on a specific issue but they are not dumb.
4. Don't lie. A decision maker puts his or her own reputation on the line when they agree to sponsor a bill or amendment for you. If you pad the budget, forget to include essential information or are not honest about problems, the decision maker can be placed in an embarrassing position and lose trust in you.
5. Don't address your remarks to decision makers of one gender or one political party more than another.
6. Be positive, no pouty. To be successful in legislation, you may have to lose several times. Don't allow anger or discouragement to show. Don't develop a reputation for being critical of public figures.
7. Don't be afraid to consider alternative. Legislators know the political realities and may have good ideas on strategies to solve problems. Remain flexible as you discuss options.
8. If a legislator opposes your position, don't reprimand him or ignore him. You can thank an opponent for his consideration of an issue whenever there is a natural opportunity to do so. An opponent on one issue may be a supporter on another.
9. Write a thank-you note to the chair of the committee that expresses your appreciation of the opportunity to testify.

[adapted from Lisa Kinney, *Lobby for Your Library: Know What Works*, 1992, American Library Association. Used with permission of the author.]

18. INTELLECTUAL FREEDOM

In the United States, the concept of intellectual freedom derives from the First Amendment to the Constitution, which reads, in part: "Congress shall make no law abridging the freedom of speech or of the press..." As a derivative of the First Amendment, intellectual freedom means the rights of citizens to believe what they want on any subject, and to express their opinions, as they deem appropriate.

The freedom of expression, however, is a hollow right unless there is someone to listen. Thus, there is a second part of the intellectual freedom definition -- namely, total and complete freedom of access to all information and ideas.

It is important to recognize that freedom of speech is indivisible. Liberty of expression cannot be denied to one and saved for others; neither can it be denied to

many and saved for a few. It must be said again and again that the test of dedication to liberty is the willingness to allow the expression of ideas one hates; to allow the publications with which one disagrees; to allow untruth to circulate as well as truth. Access and circulation are the key words underscoring the unique role libraries play in the functioning of our democracy. Only through the trustee's commitment to intellectual freedom for all can the role of the library remain truly viable.

[*The Trustee and Intellectual Freedom*, American Library Association Office for Intellectual Freedom, 2010]

Section I - Protecting the Library's Position on Intellectual Freedom

1. Maintain a written, annually evaluated, materials selection policy that applies to all media purchased by the library.
2. Maintain a clearly defined method for handling complaints. The complaint should be filed in writing with the person or persons filing it properly identified. Action should be deferred until full consideration by the appropriate administrative authority.
3. Make sure that staff members are trained to take complaints with impeccable courtesy and no personal response. All complaints should be referred to the director or a designated department head.
4. Make sure that staff members are trained to treat each person requesting assistance as a client and to respect their need for information of any kind.
5. Maintain lines of communication with civic, religious, educational and political bodies in the community. Participation by trustees and staff in local civic organizations and in community affairs is desirable. Because the library is a key center of the community, librarians and trustees should be known as community leaders.
6. Maintain a vigorous public relations program on behalf of intellectual freedom. Newspapers, radio and television should be informed of policies governing materials selection and use, and of any special activities pertaining to intellectual freedom.

Section II - If a Challenge Does Occur

The library director or a senior department head should handle the complaint when it is initially filed. The complaint should be handled according to procedures previously established by the library board. The individual or group filing the complaint should be treated with dignity, courtesy and good humor. They should be given every opportunity to have their full say and have it recognized. A sympathetic hearing will often, although not always, defuse their anger.

If the complaining individual or group says that their own point of view is not represented in the collection, check this out carefully. You cannot defend a balanced collection unless it is, in fact, balanced.

The full facts surrounding the complaint should be relayed in writing to the library board by the library director as soon as possible.

If the situation escalates, seek appropriate support from the local press. The freedom to read and the freedom of the press go hand in hand.

Inform local civic organizations of the facts and enlist their support when appropriate.

In most cases, defend the principle of the freedom to read and the professional responsibility of the librarians. Only rarely is it necessary to defend the individual item.

Inform the ALA Office of Intellectual Freedom and appropriate organizations concerned with intellectual freedom of the nature of the problem. There is value in the support and assistance of agencies outside the area which have no personal involvement. They can often cite parallel cases and suggest methods of coping with the situation.

[Adapted from the statement of the ALA Council revised in 1972 and the Colorado State Library Toolbox for Library Trustees, by Katherine Brown, 1993]