

MANUAL FOR NEW DIRECTORS OF PUBLIC LIBRARIES IN UTAH

4TH EDITION
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UTAH STATE LIBRARY DIVISION
DEPARTMENT OF HERITAGE AND ARTS

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Manual for New Directors of Public Libraries in Utah, 4th Edition

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INTRODUCTION

WELCOME TO TODAY'S LIBRARY

Congratulations on your appointment as public library director! What a rewarding adventure you're starting. We hope you will find it as satisfying as many library directors have, and that you'll come to understand the elements that make your library a great institution, a cornerstone of our democracy.

ORIENTATION – PUTTING THE LIBRARY PIECES TOGETHER

This orientation manual is meant to get you started in your new job. It will help you know what to expect: what public library work is all about, what your role is, and how to do it in ways that meet the unique needs of your community.

YOU ARE NOT ALONE

The Utah State Library Division (USL) is a primary resource for new directors. As the agency responsible for statewide library leadership and development, State Library staff includes librarians with expertise in a variety of subjects, and they are all available to help you become oriented to library service. One of our librarians will be assigned as your official liaison or consultant for your library. We strongly encourage you to get to know your consultant and become comfortable calling her or him to ask questions, advice, or an expert opinion.

Within Utah's library community, you have plenty of colleagues that you can turn to for advice, mentoring, and networking. There are approximately 135 managers of public library facilities that serve populations as small as 800 to more than 500,000 and all are willing to share information and experiences. The state's professional organization for librarians is the Utah Library Association (ULA), and it provides additional opportunities for professional growth and training.



RESPONSIBILITIES OF THE UTAH STATE LIBRARY DIVISION

Within the organizational structure of Utah State government, the State Library is a division of the Department of Heritage and Arts (formerly the Department of Community and Culture). The Utah Code has designated the State Library Division as “the library authority for the state” and has given it the responsibility for “general library services” (UCA 9-7-201). The State Library works on behalf of libraries and librarians “to develop, advance, and promote library services and access to information”. USL plays a key role in facilitating discussions on statewide issues, conducting training programs, coordinating resource sharing, and making site visits to meet and consult with library directors, trustees, and local elected leaders. The State Library Division is comprised of three major programs: Library Resources, Library Development, Library for the Blind and Disabled.

THE PUBLIC LIBRARY

THE LIBRARY – TRADITION AND TRUST

As you settle into your new job, you will grow to appreciate the special opportunity that working in your local public library offers. The public library is a revered institution in towns all across this country, symbolizing the best in American values and culture. The responsibility now rests on your shoulders to ensure that your local library measures up to a long tradition of public trust and public service.

THE LIBRARY – A PUBLIC INSTITUTION

The concept of a free tax-supported public library parallels the development of our nation’s public education system. The public library is generally referred to as “the people’s university” because individuals of all ages and all backgrounds are welcome to use freely available library resources to pursue lifelong learning.

THE LIBRARY – MORE THAN A BUILDING

Most often the phrase “public library” conjures up the image of a prominent civic building. Usually, the building itself is a point of pride for the town that owns it. However, the building becomes a real community asset when citizens feel the impact of the library in their lives. The library becomes more than a quiet building full of books: It transforms itself into a vibrant place where community is created through the quality, currency and relevance of the collection and the professional delivery of programs and services that inform, educate, and enhance the quality of life of every community resident.

THE LIBRARY — A CHANGING ENTITY

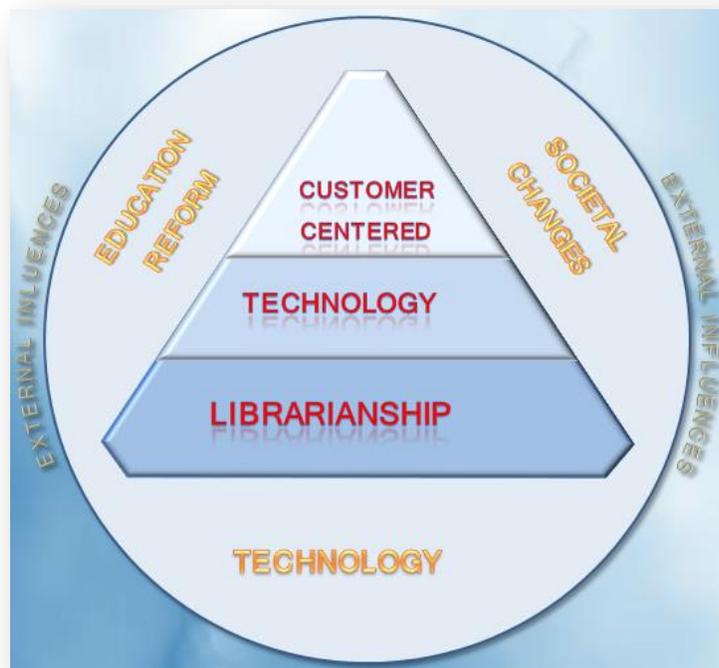
A healthy library in the 21st century continually looks ahead and pursues opportunities for delivering necessary and relevant services in appealing ways.

There are always new fields of knowledge to acquire, new information formats to integrate, new technologies to implement, and new groups of users to attend to. The library must engage in strategic planning in order to effectively address specific community needs. This planning must be customer centered; must see technology both as a mechanism to deliver services and as a driver of change; and must recognize the need of library staff with intimate knowledge of current societal changes, education



reform, technological advances and external factors that affect the mission of the public library.

As a result of external influences, such as technological advances, education reform, and societal changes, a new model for librarianship emerges as a pyramid with the professional development and retraining of the librarian as its base, the full understanding and integration of technology in business processes, with the absolute focus of offering a necessary, relevant, and appealing service to the customer. A visual representation of this emerging model is presented below and its core elements are explored in the wiki <http://21stcenturylibrarianship.wikispaces.com/>



THE DIRECTOR'S JOB

WHAT DOES THE LIBRARY DIRECTOR DO?

The director of a public library is an administrator and business manager with ultimate responsibility for the successful operation of the library. The library director plans and carries out library goals and objectives, prepares budgets, purchases materials and equipment needed to run the library, supervises employees, arranges for maintenance of the building and grounds, creates publicity for the library, prepares grant applications, collects statistical data to evaluate the efficiency of the library and establishes cooperative relationships with the Library Board and governing authority. The director also serves as the lead professional librarian who is knowledgeable of library best practices, sets an example for others in the delivery of reference and readers' services, and uses technology to enhance library operations.

WHAT DOES IT MEAN TO BE PART OF THE LIBRARY PROFESSION?

The American Library Association has developed and adopted the following Code of Ethics:

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

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

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

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

- I. We provide the highest level of service to all library users through appropriate and usefully **organized resources; equitable service policies; equitable access; and accurate, unbiased, and** courteous responses to all requests.
- II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
- III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
- IV. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
- V. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
- VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
- VII. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
- VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Adopted June 28, 1997, by the ALA Council; amended January 22, 2008.

Source: <http://www.ala.org/ala/issuesadvocacy/proethics/codeofethics/codeethics.cfm>

Accessed: November 22, 2010

GET ON BOARD QUICKLY

As a new director, it is vital that you learn a few things about your new job and your working environment as soon as possible after accepting your position. One way to acquaint yourself with the library and your new responsibilities is to do a walk-around, look-around tour. Tour the building, grounds, and all offices. Visit with staff, board members, and your counterparts in local government. Ask open-ended questions, (what do you like best/least about working here) and listen carefully to the answers.

The director must have an efficient workspace. Make it a priority to organize the director's work area so it serves your needs. If there is not an office, create a niche somewhere in the library for the administrative work you have to do. You should have fingertip access to certain files, statistics, and directories that you are sure to need on a daily basis, or may need at a moment's notice (see Appendix D). Being prepared to respond to the public, press, or library board, for information about the library is an important part of the director's job (see Appendix E).

Locate your budget and grants information. If you don't know how your library is funded, find out immediately. Schedule a meeting with the board chair and the budget officer for your funding authority (e.g. city manager or accounting office). Do not wait until a new budget is due. If you are unsure about the status of a grant, contact the State Library.

MUST DO IMMEDIATELY

- Tour the library in-depth (inside and outside)
- Meet with staff as a group and individually
- Meet with library board of trustees
- Meet with city/county officials (e.g. HR, Finances, City Manager, Mayor)

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CERTIFIED LIBRARIES

CERTIFICATION BENEFITS

Only certified public libraries are eligible for Community Library Enhancement Fund (CLEF) Grants and federal grants, such as LSTA and E-Rate discounts. Certified public libraries receive the full range of support services from the State Library and staff from certified libraries are given preference in training programs. The State Library sets the performance standards for library certification. State law dictates the legal requirements for establishing legitimate public libraries. Libraries that do not have an official legal status and cannot meet the specifications of the State Library service standards, are classified as Volunteer Libraries.

WHAT IS A LEGALLY ESTABLISHED PUBLIC LIBRARY IN UTAH?

The Utah Code stipulates that any city or county may legally establish and maintain a public library. Further, the Code authorizes the establishment of a tax rate to support library services and requires the appointment of a lay board of directors for a library to have legal standing.

According to the Institute of Museum and Library Services (IMLS), a public library is established under state enabling laws or regulations to serve a community, district, or region, and provides at least the following:

- An organized collection of printed or other library materials, or a combination thereof;
- Paid staff;
- An established schedule in which services of the staff are available to the public;
- The facilities necessary to support such a collection, staff, and schedule; and
- Is supported in whole or in part with public funds.

Source: <http://harvester.census.gov/imls/publib.asp>

WHAT ARE CERTIFICATION STANDARDS?

Standards help ensure conformance to professionally accepted practices and establish benchmarks for libraries to improve service over time. Once a library is established by either a city or county jurisdiction, it is expected to meet a certain set of guidelines, called certification standards, established by the State Library. Standards describe the minimally acceptable levels of performance in crucial areas of library operations. The Standards document is divided into three sections:

SECTION I – BASIC CERTIFICATION STANDARDS

These are the minimum standards that all libraries with legal service areas under 50,000 must meet annually to remain certified. The 18 standards are divided into:

- Governance
- Administration
- Funding / Finances
- Personnel
- Access and Services
- Materials and Resources
- Technology

SECTION II – KEY STATISTICAL BENCHMARKS

These benchmarks are intended to measure library support by the community and by the governing body, i.e. city or county, and these are based on the statistics of public library services every library reports annually to the State Library. There are 10 benchmark set at a level that 90% of Utah’s certified libraries meet or exceed. The library must meet at least six of them to achieve certification.

SECTION III – QUALITY PROFILE

This section is optional. Certified libraries that meet five or more of the criteria in this section may apply to receive the “Certified Quality Library” designation. Libraries that receive this designation are exempt from the recertification process the following year.

GOVERNANCE

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY ESTABLISHED BY A LEGAL JURISDICTION WITH A DULY APPOINTED BOARD OF DIRECTORS.

WHY DO YOU NEED A LIBRARY BOARD OF DIRECTORS?

A library board is created by law to act as a citizen control or governing body of the library. By Utah statute, municipal and county authorities must appoint a lay board of directors to oversee public library operations. The board is answerable to the governing body that appoints them and to the citizens they represent. Over 500 citizens in Utah serve on library boards.

RESPONSIBILITIES OF THE BOARD

Members of a library board are often referred to as trustees. The main responsibilities of the library board of directors include promoting the mission of the library, adopting a strategic plan, setting appropriate policies for library services, advocating for library issues, overseeing the expenditure public funds and working to retain a qualified library director (see Appendix A).

DIRECTOR AND BOARD: PARTNERS FOR LIBRARY SERVICE

The library director is a crucial partner to the board in planning and administering library service. The librarian is responsible for administrative activities and the day-to-day operations of the library. The board serves as the eyes and ears of the community and provides invaluable guidance for planning library service. For a detailed comparison of roles and responsibilities of public library trustees and library directors see Appendix A.

BOARD HOUSEKEEPING

Every library board should establish bylaws, a set of rules that define the structure and function of the board and its operational procedures. These bylaws should be approved by the local government authority and become a part of local ordinances. The board chair and director are responsible for ensuring that board appointments are kept current and reported to the State Library. All new appointees should receive an orientation and periodic refresher training is recommended for the whole board. Board members should be encouraged to attend training and workshops sponsored by the State Library, the Utah Library Association, and other library organizations.

STANDARDS FOR GOVERNANCE

1. The Library's Board of Directors has five to nine current members.

Proof: Submit current list of Board members, stating name, contact information, term (first or second), and time period of current term.

Yes No

2. The Library has a current policy that implements and is in compliance with Utah's Open Meetings Law, UCA §52-4-201, which includes the following requirements:

Yes No

- Board Meetings are open to the public
- Announcements of meetings with agendas are posted in accordance with the above section
- Written minutes are taken at each meeting
- Each Board meeting is recorded, with the recording being made available to the public within three days
- The Board has adopted a rule governing the use of electronic meetings. (UCA §52-4-207(2))

Proof: Submit current policy.

3. The Board has approved and is operating under a long-range plan (minimum three years) that contains:

Yes No

- Provision for replacement and enhancement of library technology
- Specific and quantifiable goals

Proof: Submit current long-range plan.

4. Internet Access Policy – The library has an Internet and Online Access Policy in accordance with UCA § 9-7-215 and 216, and Utah Administrative Rule R223-2

Yes No

Proof: Submit current policy.

5. All Board members have had formal training and / or orientation within the last five years; this training was provided by the library director or local government representative, or through attendance at relevant Utah Library Association workshops, or by a consultant from the Utah State Library

Yes No

Proof: Submit agenda of training, stating date and place, and copy of attendance sheet.

ADMINISTRATION

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY THAT IS PROFESSIONALLY MANAGED

WHAT'S YOUR IMAGE?

Public opinion about the library is significantly influenced by the policies that are in place governing the use of the library and the quality of service that library users receive when they visit the library. New directors are advised to take time to develop thoughtful policies, store the written policies in a handy manual, and ensure that the staff is trained to interpret and apply the policies appropriately and consistently.

DEVELOPING LIBRARY POLICIES

Developing policies to guide the operations of the library is one of the shared duties of the library director and library board of trustees. The director, with input from the staff, is responsible for articulating the policy issues to be addressed and proposing solutions that conform to generally accepted library practices. Prior to final adoption by the board, the policies should be submitted for review by the legal department of the local government to ensure the policy's enforceability.



COMPILING LIBRARY POLICIES

Written policies are essential to effective library operations. A policy manual helps ensure fair treatment of all patrons and staff, helps ensure conformity to local, state, and federal laws, and helps ensure quality service for everyone in the community. The policy manual may contain internal policies as well as directives from outside the organization, such as, personnel and labor laws.

PROCEDURES FOLLOW POLICIES

Although the board sets the policy, the nuts and bolts of putting the policy into action is delegated to the library director and library staff. Policies are implemented through internal procedures that must be put in writing for staff to refer to. Procedures are the step-by-step actions needed to carry out specific tasks and should be written in sufficient detail so that someone unfamiliar with the job could perform the function.

MAKING POLICIES WORK

The library director is responsible for hiring, training, and supervising a competent workforce. The staff then enforces the library's service policies and is in essence the face of the library. The director should make sure that all library job descriptions are current and contain a reference to desired customer relations skills. The library staff is the most effective public relations tool the library has.

IS A LONG-RANGE PLAN REQUIRED?

The State Library requires all certified public libraries to submit a comprehensive strategic plan that addresses all aspects of library services, programs, infrastructure and technology. The strategic plan is one of the conditions for library certification and for remaining eligible for Community Library Enhancement Fund (CLEF) grants. It is recommended that the strategic plan includes tentative plans for using the CLEF Grant to support one or more of the library's goals.

WHAT IS A STRATEGIC PLAN?

- It is a road map or a series of directions to get from one place to a better place.
- It is a logical process that leads to change or improvement.
- It helps groups and individuals make better-informed decisions that result in responsible and productive actions.
- It increases the effectiveness of the organization and assures that the stated goals and objectives will be reached.
- It requires future oriented thinking, i.e., what do we want to happen, provide, or change in library facilities, services, or technology?



WHO IS RESPONSIBLE FOR PLANNING?

The library board in partnership with the library director and staff, and stakeholders in the community, engages in ongoing and comprehensive planning activities. When library planners put down on paper the goals and objectives that the library hopes to accomplish over a specific period of time, they commit themselves to making it happen.

SPECIFIC RESPONSIBILITIES OF THE LIBRARY DIRECTOR

The State Library is mandated to document the progress of library service statewide. In order to fulfill this responsibility, USL is authorized to conduct surveys, collect statistics and planning documents, administer grant programs, and enforce selected library laws. In turn, the local library director is expected to comply with USL requests for information and to submit required reports and documents in a timely manner.

The required reports include:

- Annual Statistical Report of Library Service: Due each March 30 (County libraries); or October 30 (City libraries). This is a report that must be completed annually. Forms and instructions are mailed to every city and county library in advance of the report deadline.
- Library Board Appointments and Staff Changes: Due as changes occur. Library staff and trustee changes should be reported promptly. The State Library maintains a database of all public library staff and trustees:
<http://library.utah.gov/directory>
- Community Library Enhancement Fund: Report due each summer. Libraries that meet certification standards receive a check from the State of Utah each year in the spring. Funds are dependent on current legislative authorization. Grant expenditures must be completed by June 30.
- Internet Access Policy Updates: Due every 3 years (next: 2016). Libraries need to certify that they meet state statutes for Internet policy every three years to be eligible for state and federal funding.
- Strategic Plan: Due during the recertification process. The library prepares a strategic plan document that includes goals, objectives, and activities for upcoming years.
- Technology Plan: Libraries that wish to meet eligibility requirements to apply for FCC Universal Service (E-Rate) discounts, must submit a technology plan. Libraries are encouraged to incorporate technology components of this document into their strategic plans.

STANDARDS FOR ADMINISTRATION

6. All board members include publicly available contact information on their directory listing, available at a service desk or on the website.

Yes No

Proof: Check website or document at service desk.

7. The Library has submitted the following:

- a. Statistical Annual Report

Yes No

- b. CLEF Expenditure Report

Yes No

- c. Summer Reading Program Evaluation Report

Yes No

- d. Triennial Internet and Online Access Policy, and letter affirming the policy is in compliance with UCA §9-7-215 and 216

Yes No

Proof: Submit a copy of each report.

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ADVOCACY

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY WITH TRUSTEES AND STAFF COMMITTED TO THE ADVANCEMENT OF LIBRARY SERVICES IN THEIR COMMUNITY.

WHAT IS LIBRARY ADVOCACY?

Library advocacy is the process of pleading or arguing in favor of the public library. In the 21st century, technological advances have fundamentally changed the way people access information and expenditure of public funds for library services is increasingly being challenged. Library advocates play a critical role in communicating the importance of free and equitable access to information in a democratic society.



SUPPORT
PUBLIC
LIBRARIES

WHO CAN BE AN ADVOCATE?

Anyone who believes that libraries and librarians are vital in building an information literate nation is at heart an advocate. However, specific groups can be most effective when they speak about the library's impact upon their spheres of influence, for example:

- **Library Staff – Frontline Advocacy:** At the library and outside of work, library staff has numerous opportunities to engage neighbors, friends, and family in friendly conversations about how the library raises the quality of life in the community.
- **Library Trustees:** Often have political and community connections that can benefit the library. Also, public officials respect their charge to represent the best interest of the library and their community.
- **Library Users:** These stakeholders provide invaluable testimony about the difference library programs, collections, and services make in their daily lives.
- **Friends of the Library:** As an independent community group of library champions, the Friends are often seen as passionate volunteers who tirelessly offer their labor to further the library's mission.
- **Community Leaders:** Business owners, school principals and teachers, and community service providers can also speak on behalf of the library on the important economic, educational and social contribution to the community's welfare.

BIGGER BANG FOR YOUR BUCK

The library must have a sustainable advocacy plan that is implemented not only as a reaction in times of crisis. To be most effective, build your advocacy network with several people representing various groups and interests. Designate an advocacy

coordinator who will work with library administrators and trustees to ensure a consistent message and stay in contact with the network of advocates throughout the year. Here are some specific things you can do:

- **Library Staff:** Be enthusiastic and positive. Thank library users for their business. Invite users to share their “library stories.” Talk to your neighbor about the library’s mission and invite her to a special library event. Participate in a community meetings and events. Keep elected officials informed about library programs and services. Patronize local businesses.
- **Library Trustees:** Stay informed about library issues regarding funding, censorship, Internet use and filtering. Get to know your elected officials and maintain contact with them throughout the year. Accompany the library director to a presentation before the city council or county commission. Use your connections on behalf of the library.
- **Library Users:** Provide testimony in support of the library at a budget hearing. Sign up to receive library news. Share with friends and family news about the library.
- **Friends of the Library:** Stay informed about library events. Maintain contact with library administrators and trustees. Invite key people (e.g. city council members, business owners, community leaders) to be honorary Friends. Write letters-to-the-editor in support of the library. Thank or recognize local legislators for their support.
- **Community Leaders:** Co-sponsor a library program. Offer to speak in support of the library at the next city council or county commission meeting.

DELIVERING THE MESSAGE

To be an effective library advocate you will need three things: (1) You need to communicate the key message simply and consistently; (2) You need to clearly define your audience by asking yourself “Who can help me achieve the library’s goal?” (3) You need to identify what is the best way to reach your audience, e.g. a personal contact, by phone, by letter, via email, through the library’s website, advertising in the media, press release, PSA, letter-to-the-editor, etc. See Appendix E.

DEALING WITH THE MEDIA

The library must have a policy in place that deals with media calls and public relations. All library staff, trustees and friends should have a clear understanding of who can speak for the library. The designated spokesperson should have easy access to the library’s key messages on various topics. Following are some tips if you are being interviewed:

- Be clear about who you represent.



- Know your message – you do not have to reinvent the message for every interview.
- Aim to deliver the key message at least three times.
- Know your audience – find out the type of publication, who the readers or listeners are; ask the reporter what the “angle” is.
- Be prepared to answer the standard “Who- What-Where-When-Why and How” questions.
- Write your key messages and talking points on notecards. Keep them in front of you when doing radio or telephone interviews.
- Talk in “sound bites.” Your key message should be short and pithy.
- Don’t be afraid to say “I don’t know.” If you are not sure, say, “I’m sorry I don’t know that. I’ll be glad to check and get back to you.”
- Help the reporter understand by providing fact sheets or background material.
- Practice, practice, practice.
- Remember to smile – remain professional but friendly and likable.
- Stay in control – Keep your answers focused and “on message.” Don’t let your guard down; this is an interview not a conversation. Nothing is “off the record.”

WORKING WITH ELECTED OFFICIALS

The most effective library advocates know that it is necessary to cultivate good relations with elected official all year long and not only when the library’s budget comes up for a vote. This continuous communication can be done in person, by phone, email or letters, but it is critical to keep city or county officials informed of library successes as much as concerns. Here are some tips when talking with elected officials:



- Start with officials you know support the library.
- Recognize that officials are not experts on everything. Provide fact sheets or background material when needed.
- Stick to one issue. Avoid presenting lists of concerns.
- Do your homework and get to know your elected official. Link the library message to something you know relates to their personal circumstance, interest or experience.
- Get to the elected official’s staff. They can become powerful allies to your cause.
- Don’t guess or give misinformation. If you do not know the answer, tell the official you will find out the facts and get back to them as soon as possible.
- Be personal and share real-world stories from your library.
- Be direct about what you want and try to get a commitment.

Source: [THE LIBRARY ADVOCATE’S HANDBOOK](http://www.ala.org/ala/aboutala/offices/ola/libraryadvocateshandbook.cfm).

<http://www.ala.org/ala/aboutala/offices/ola/libraryadvocateshandbook.cfm>

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FUNDING & FINANCES

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY THAT RECEIVES THE MAJORITY OF ITS FUNDING YEAR TO YEAR FROM LOCAL GOVERNMENT SOURCES.

HOW ARE LIBRARIES FUNDED?

In Utah, there are two primary mechanisms for government funding of library operations: 1) a dedicated library tax or 2) an apportionment from the General Fund. Municipalities and counties are empowered by the Utah Code to impose a separate dedicated library tax known as the library fund. Current law limits this tax to .001 of the taxable value of taxable property within that jurisdiction. Otherwise, the library is allocated a portion from the local government's General Fund meaning that libraries reapply for their budget amounts each year. Certification

Standards stipulate that at least 65% of a library's funding be from local government sources (i.e. city or county). Libraries may seek supplemental funds through grants and Friends of the Library group's fundraising and planned giving campaigns.



THE BUDGET PROCESS

The library director drafts the library budget, with board oversight, and with guidance from the budget manager of the funding authority (i.e. city or county). Preparation of the budget starts about 6 months ahead of time. The rule-of-thumb percentages in a library budget are: 60-80% personnel, 10-20 % materials, and the balance for all other expenses. Grant receipts and expenditures must be tracked separately.

If this is your first budget, don't just assume the budgets of the past correctly reflected the library's resources. Scrutinize the current budget to ascertain that the library's revenues and expenses are itemized correctly. Be sure you understand the accounts and balances you are working with and keep digging for clarification.

WHAT IS MAINTENANCE OF EFFORT?

To prevent local funding authorities from withdrawing financial support for the public library or disproportionately targeting the library for budget cuts from year to year, the Certification Standards stipulate that the jurisdiction shall comply with maintenance of effort funding for the library by expending an amount no less than 90% of the amount actually expended on the library in the second preceding fiscal year, exclusive of capital outlay and one-time increases.

STANDARDS FOR FUNDING & FINANCES

8. **Maintenance of Effort Compliance** – The library jurisdiction complies with Maintenance of Effort (MOE) funding support for the library (decrease of less than 10%). MOE is defined as follows: the percentage of increase (decrease) in operational expenditures from average of past three fiscal years to the previous fiscal year. Automated entry.

- Prior Fiscal Year Operating Expenditures (local government funds only) _____
- 2nd Year Prior Fiscal Year Operating Expenditures (local government funds only) _____
- 3rd Year Prior Fiscal Year Operating Expenditures (local government funds only) _____
- MOE = %. _____

Proof: Submit copy of the most current Statistical Annual Report.

9. **Local Government Support Compliance** – 65% of operating expenditures come from jurisdictional tax revenues. Automated entry.

Yes No

Proof: Submit copy of the most current Statistical Annual Report.

PERSONNEL

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY STAFFED BY COMPETENT AND WELL-TRAINED STAFF

TRAINING IS ESSENTIAL

Training is a key component in the professional growth of a library director and the director's ability to cultivate good library service. Ideally, commitment to training will be a goal shared by both the library board and governing authority. Library budgets should contain specific line item funding for staff development. Additionally, the library director should be aware of other free and affordable training and learning opportunities.

UTAH PUBLIC LIBRARY INSTITUTE FOR TRAINING – UPLIFT

The State Library offers a variety of training opportunities for library staff and trustees. Training includes basic training for non-MLS library staff, advanced training for all the library community, and training for library trustees, through special institutes, mini-workshops, teleconferences, grants to individuals and grants to library organizations.



Basic Certification Training – The popular core courses required to meet the personnel standard for public library certification include:

- Library Administration
- Cataloging/Acquisitions/Technical Services
Youth Services
- Collection Development
- Technology
- Reference

Library directors without an MLS degree must attend four of the six courses to graduate from UPLIFT.

STATE LIBRARY SPONSORED TRAINING

Training opportunities include advanced classes in critical library topics, orientation for library trustees, special institutes, mini-workshops, webinars, grants to individuals and grants to library organizations. *Pioneer: Utah's Online Library* database training is available through regularly scheduled workshops. On-site training or live webinars can

be arranged by request. In addition, the Utah Library Association (ULA) sponsors an annual conference in the spring as well as mini-workshops throughout the year. The State Library partners with ULA in planning training programs.

PROFESSIONAL LITERATURE

The State Library maintains a substantial collection of materials on library management and information technology that are available for libraries to borrow through Interlibrary Loan. The collection contains newly published works as well as classic texts. Newcomers as well as the experienced librarians will find something useful in this collection to further their professional knowledge.

STANDARDS FOR PERSONNEL

10. Qualifications of the Director / Staff

- The library director has an ALA accredited Library degree or has received formal training in the management of libraries or related institutions.
- The Library Director has acquired (or will acquire within the next three years) training in the management of libraries through USL's UPLIFT program.

Newly appointed directors must complete the Utah State Library Director Orientation program within 6 months of date of hire.

11. Training of Director and Staff – Training in areas that enhance work abilities.

- Libraries with less than 1 FTE: Library Director received at least 23 contact hours of training in the most recent year.
- Libraries serving less than 25,000 with 1 FTE or more: The library staff and director combined received at least 50 contact hours of training in the most recent year.
- Libraries serving 25,000 or more: Library staff and Director combined received at least 100 contact hours of training in the most recent year.

Proof: Submit a list of trainings, number of hours of each training, and number of library staff attendees.

ACCESS & SERVICES

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY WITH CONVENIENT HOURS, ACCESSIBLE STAFF AND COLLECTIONS, AND PROVISIONS FOR COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT.

REMAINING RELEVANT

Nowadays, users of public services expect greater flexibility from providers in terms of when and how they access the services. In some cases, the user demands additional open hours, in others, the ability to receive certain services online 24/7. To remain relevant, the library must position itself solidly in line with the expectations and demands of the community and strive to increase the user's access to its resources. These efforts may include:

- Listing the library's telephone number in the various community directories in the. The library's contact information should also be readily available online.
- Opening to the public a regular set of hours that include evening and weekend hours. This schedule must be designed to accommodate the largest possible number of users.
- Promoting interlibrary loan services and initiating reference referrals when materials are not available in the library's own collection to meet patron requests.
- Enhancing the library's ILS to allow borrowers to access their own account online, update personal information, manage their items checked out, and place holds on materials.
- Creating a dynamic website that provides access to the online catalog, contact information for programs and services, links to online resources, such as *Pioneer: Utah's Online Library*, and that capitalizes on emerging technologies and strategies to add value to the library services.

LIBRARIES MUST...

- ❖ Evaluate how its current mission aligns with the goal of helping the institution and community respond to the challenges of the 21st century;
- ❖ Assess where the institution sits today on the continuum of supporting the development of its audiences' 21st century skills;
- ❖ Become increasingly embedded in the community in order to create lasting partnerships that address 21st century audience needs; and
- ❖ Design new programs and strategies to help individuals meet the new and more demanding challenges of 21st century life.

- Providing assistance and equipment for individuals with disabilities and connecting users with the Library Services for the Blind and Disabled available at the State Library.
- Serving the broad community through strategic outreach to special populations, such as those who speak languages other than English, homebound, early childhood care providers, schools, literacy teachers, health centers, senior citizens, and social service agencies.

STATE LIBRARY SUPPORT

Recognizing that many Utah libraries have limited resources to provide in-depth library service, the State Library serves as a backup for these libraries. Specifically, libraries can call upon USL for help in answering reference questions, cataloging, interlibrary loan, collection development, and “how-to-do-it” professional library literature. Additionally, every library has an assigned consultant who can direct library staff to other helpful resources.

STANDARDS FOR ACCESS & SERVICES

12. Circulation System – The library operates an automated circulation system, or participates in a consortium that operates an automated circulation system

Yes No

Proof: Name of ILS

13. Internet Presence – The library maintains a website, which provides:

a. Contact information for the library director

Yes No

b. A schedule of programs at the library

Yes No

c. A catalog of materials that allows the public to place holds and renew materials online

Yes No

d. Online resources available through Pioneer: Utah’s Online Library

Yes No

e. A way for library users to contact library staff to obtain reference information or assistance

Yes No

Proof: Check website.

14. Operating Hours *Non-duplicated hours. Non-duplicated hours means that only one library in a system is counted for each time period. Evening / weekend hours means service hours after 5 PM on weekdays, Saturday, and Sunday / 30% of minimum open hours for population category.*

- Libraries serving less than 2,500: 23 non-duplicated hours per week. At least 7 evening / weekend hours. Posted Weekly Hours ____
- Libraries serving between 2,500 and 5,000: 25 non-duplicated hours per week. At least 8 evening / weekend hours. Posted Weekly Hours ____
- Libraries serving between 5,000 and 25,000: 38 non-duplicated hours per week. At least 11 evening / weekend hours. Posted Weekly Hours ____
- Libraries serving between 25,000 and 50,000: 52 non-duplicated hours per week. At least 16 evening / weekend hours. Posted Weekly Hours ____

Proof: Check website or posted hours on building.

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MATERIALS & RESOURCES

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY THAT OFFERS A FULL RANGE OF MATERIALS AND ELECTRONIC RESOURCES THAT ARE CURRENT, CLASSIFIED, AND RELEVANT TO COMMUNITY NEEDS

COLLECTIONS, PROGRAMS, AND SERVICES

New directors should become informed about library philosophies and standard practices regarding library collections, library programs, and services offered to the public. As mentioned before, the 21st century library recognizes that technological advances, societal changes and education reform have fundamentally impacted the way we do business and so the library focuses all its efforts in meeting the needs of the user in their own terms.

COLLECTION DEVELOPMENT POLICY

The library must have a written policy for selecting and deselecting (i.e. deleting or weeding) materials from its collection. The collection development policy (aka material selection policy) is developed by the library director, assisted by library staff, and recommended for adoption by the library board. The policy must be grounded on the goals and objectives stated in the library's strategic plan, which specifies how the library will meet identified community needs.

The collection development policy should be reviewed periodically to insure that it remains relevant in the library's and the community's changing environment. A good rule of thumb is to review the complete policy when a new strategic plan is drafted.

Effective policies usually include the following sections:

- ❖ Introduction
- ❖ Mission, Vision, and Goals
- ❖ Description of the Community Served
- ❖ Responsibility for Collection Development
- ❖ Intellectual Freedom Statements
- ❖ Funding and Allocations
- ❖ Selection Policies, Procedures, and Priorities
- ❖ Special Collections
- ❖ Weeding
- ❖ Gifts and Donations
- ❖ Cooperative Relationships
- ❖ Handling Complaints and Challenges

BUDGET FOR LIBRARY MATERIALS

Periodically, the library director should assess how well the library collection is meeting the needs of the community. Using data from circulation records and usage statistics, as well as anecdotal feedback received from users about the collection, the library director

can adjust funding levels per format and target audience to respond and even predict demand for materials. The number and variety of categories (i.e. line items) in the budget for library materials should be as simple or detailed as needed by the library to (a) meet municipal accounting rules, and (b) periodically assess purchasing practices. For example, some libraries have a materials budget with only three line items: budget for books, budget for electronic materials, and budget for all other materials; other libraries have a more detailed budget with line items for children's books, adult books, children's DVDs, adult DVDs, audiobooks, downloadable materials, online databases, and others.

CATALOGING

In an effort to enhance access to the collection, library materials are cataloged according to standard library practices that currently include using MARC 21 records, AACR2 rules, and Sears/Library of Congress subject headings. Integrated library systems (ILS) are becoming more sophisticated all the time and often use new information technology standards and protocols. Library directors are strongly encouraged to stay informed of cataloging issues and trends because changes made within an LIS may have broad implications for service and access to the library's collection.

ELECTRONIC RESOURCES

The explosion of information sources available electronically is one of the hallmarks of the 21st century. Libraries have taken steps to understand the impact on society this information boom is causing and how users are now searching for information. However, one thing is clear: many library users are now expecting to receive library services in electronic formats via personal electronic devices. For example, many library users are now expecting to be able to check their own library records online, request materials online, and receive the information they need without setting foot in the library building.

The Internet, search engines, and ubiquitous powerful handheld devices present to the user mind-numbing quantities of information sources, many of them from trustworthy providers but often from unknown sources. The State Library provides access to premium content online through *Pioneer: Utah's Online Library*, for library staff and all Utah residents. These electronic resources are not available in the free Internet, but library patrons can use them from home with their library card number or a special library access code.

STANDARDS FOR MATERIALS & RESOURCES

15. The Library has a collection development policy approved by the Library Board.

Yes

No

Proof: Submit current policy.

TECHNOLOGY

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY THAT USES THE LATEST TECHNOLOGY TO IMPROVE LIBRARY OPERATIONS AND PATRON SERVICES.

THE INTERNET DILEMMA

The Internet is about open access to a worldwide network of information and ideas. Libraries choose to have Internet stations for public use in order to provide the greatest range of resources for their patrons and to ensure equal access to online information for everyone in the community. This professional commitment to an individual's right to seek information via computer terminals positioned in a public space has forced libraries to adopt thoughtful and clear Internet policies that meet several legal tests.



POLICY REQUIREMENTS FROM THE STATE OF UTAH

If the library wishes to receive state funds, it must have (1) an Internet policy regarding use of the Internet by minors and (2) an Internet filter on all computers available to the public. This filter must be set up to block images of child pornography and obscenity to all users, and items harmful to minors under 18. Procedures for policy enforcement must be specified.

POLICY REQUIREMENTS FROM THE FEDERAL GOVERNMENT

The Children's Internet Protection Act (CIPA) requires libraries and schools to install filters on their Internet computers if they wish to retain federal funds. An additional proviso requires that the library have a means for disabling the filter at the request of an adult doing "research." CIPA directly affects eligibility for E-Rate telecommunications discounts and LSTA technology grants.

PRINCIPLES AT RISK: INTELLECTUAL FREEDOM AND FREEDOM FROM CENSORSHIP

Intellectual freedom is a core value of the library profession. From the library perspective, it is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of

ideas through which any and all sides of a question, cause or movement may be explored. All aspects of library service, everything from the selection of materials for the library, public use of meeting rooms, Internet use and patron library records are affected by the principles of Intellectual Freedom. Censorship is any change in the access status of material, based on the content of the work and made by a governing authority or its representatives. The library profession generally opposes censorship preferring instead to support an individual's right to freely choose reading and information sources.

LIBRARIAN AS TEACHER-TRAINER

The Internet has revolutionized the way libraries provide reference and information services. Today's librarian must have knowledge and understanding of online database content, and be able to teach others, staff and library users, to find online information.

PIONEER: UTAH'S ONLINE LIBRARY

Public Pioneer is the name of a web portal maintained by the State Library to provide handy, quick access to the best online reference sources for public libraries. At the heart of Public Pioneer are the premium offerings: databases of magazines, newspapers, health research, and auto repair bulletins – all from data sources not found on the "free" Internet. These databases are available in every public library as well as at home. Pioneer was developed by the State Library in cooperation with partners in the public school system and higher education to acquire licensed databases for the use of all Utah residents.



PIONEER – ANYTIME, ANYWHERE

Pioneer databases may be accessed at home or anywhere away from the library. Home access requires a library card or a special access code that is issued by a local library for the use of their patrons.

YOUR LIBRARY'S ROLE

The State Library coordinates efforts on a statewide level to bring electronic reference resources to every public library community, it provides training for public library staff and helps libraries resolve connectivity issues. In turn, the State Library depends on local libraries to direct their patrons to these valuable resources and to help promote PIONEER use in local communities.

STANDARDS FOR TECHNOLOGY

16. Libraries serving more than 5,000 people have wireless internet access available for their users.

Yes

No

17. The Library has skilled technical support, either provided by city / county or through private contractor, to provide troubleshooting and maintenance.

Yes

No

18. Internet connection speeds exceed 768kbps (download).

Yes

No

Indicate actual connection speed

(download): _____

Proof: Go to <http://speedtest.uen.net/> and run test. Print results page that indicate speed, date & time of test.

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FACILITIES

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO ATTRACTIVE, FUNCTIONAL, AND WELL-MAINTAINED LIBRARY FACILITIES.

THE HEART OF THE COMMUNITY

The location and attractiveness of the library building have a direct impact on library use. It is common wisdom that library facilities should be conveniently located, have ample parking, be aesthetically appealing, free of physical barriers, and large enough for the population served. But library buildings in the 21st century must also accept that in many cases, they are the *de facto* center for community-building. Not only do these buildings need flexible interior designs capable of accommodating present and future technologies, they need flexible spaces that can change as service delivery is re-invented.

CONVENIENT LOCATION

The library should have a written plan for its facilities which includes population requirements, location guidelines, and parking. Also, the library should review periodically the community traffic patterns, identify other centers of community activity, and consider strategic alliances for targeted delivery of services. Finally, the library should periodically survey its patrons to measure their level of satisfaction with physical accessibility and convenience of its facilities.

SPACE NEEDS

In conjunction with the library's strategic plan, an assessment of space needs is highly advisable. Special consideration should be given to classrooms, meeting rooms, and multi-function spaces available for public use after hours. Recognizing that the library is a center of community activity, co-location with other service agencies or retail spaces should be considered.

PARKING

The library should have a firm understanding of parking availability for customers and whether it is adequate to meet the demand. It should provide an adequate number of parking spaces to meet ADA requirements and should ensure that parking spaces can easily accommodate the community's predominant size of vehicles. The library should also work with community transportation providers to encourage the availability of public transportation to the library.

EASY IDENTIFICATION

The library building must have visible signs that make it clearly identifiable from the street during daytime and evening hours. In addition, the hours of operation must be posted in a highly visible location. The library should use the international symbol for libraries and work with local agencies to install directional signs to the library in prominent locations.

SAFETY

The library facility must be free of physical barriers and conform to provisions of the Americans with Disabilities Act (ADA) as well as meet all federal, state, and local codes and requirements for buildings, fire and safety.

ATTRACTIVE & FUNCTIONAL

When assessing the library's attractiveness and functionality for the customer, consider:

- The outside of the building is well lighted.
- The parking area and all entrances and exits are sufficiently lighted to provide safe entry and exit.
- A way for users to return materials 24 hours a day.
- Space for quiet reading and study.
- Designated space for meetings, programs, and materials.
- Adequate work space for staff.
- Attractive and effective interior signage.
- Appropriate electronic building security, smoke and fire alarms, and security for collections.
- Public address system.
- Emergency lighting which meets local codes.
- Up-to-date wiring to support the use of new technologies.
- Appropriate furnishings for using technology.
- A plan for maintaining the public investment in facilities which includes a schedule for refurbishing existing facilities, including repainting, carpeting, replacement of furniture, HVAC, equipment, etc.
- A general maintenance schedule and sufficient staff and/or contracted service to ensure safe, inviting, well-maintained facilities and grounds.
- An inventory of library furnishings and equipment.

MARKETING & PUBLIC RELATIONS

RESIDENTS OF THE STATE OF UTAH HAVE ACCESS TO A LIBRARY THAT PROMOTES ITS SERVICES AND PROGRAMS TO LIBRARY USERS AND THE COMMUNITY AT LARGE.

INCREASING AWARENESS IN THE COMMUNITY

The wealth of library materials, programs, and services and the essential role libraries play in improving the quality of life should be conveyed on a continuous basis through a sustained marketing and public relations program. Libraries should devote a portion of their annual budget to support activities that actively promote the library to the community and the library's strategic plan must include public relations activities aimed at increasing the visibility and usage of the library. For example:

- Library staff regularly walks through the interior and the exterior of the library to assess the appearance and image it projects.
- The library identifies target groups to receive special library promotions.
- The library works with Friends of the Library, volunteers and other support groups to increase the library's visibility.
- The library has a plan to recognize significant contributions to the library.
- The library uses the following publicity techniques to promote and publicize library services on a regular basis:
 - Annual report to city council or county commission
 - Direct mail promotions
 - Electronic bulletin boards
 - Exhibits and displays (attractive and frequently changed)
 - General information brochures
 - Internet and the library's website
 - Newsletter
 - Newspaper articles, columns, ads
 - Outreach activities in the community
 - Participation in community events, fairs, parades, etc.
 - Posters, flyers, bibliographies, bookmarks, brochures
 - Presentations to community groups and organizations
 - TV and radio presentations and interviews

PUBLIC RELATIONS IS EVERYONE'S BUSINESS

The library director is often the spokesperson for the library and the person who coordinates public relations activities. However, all staff should be aware of their own impact on the library's image. Maintaining contact and cordial working relationships with local and regional media should be a shared responsibility of all staff, but it

shouldn't stop there. This working relationship should be established with schools, community agencies, non-profit organizations, businesses, and government officials from the library's service area. To strengthen the library's PR efforts, consider these ideas:

- Library board and staff should evaluate all policies and procedures in terms of their effect on the public and the library's public relations.
- Library staff is periodically trained in quality customer service.
- The organization is focused on public service and driven by patron needs.
- The library uses quality printing and production techniques in the preparation of all printed material and graphics.
- The name of the library or a graphical representation clearly identifiable with the library appears consistently on all library publications.

Making contact with community members outside of the library walls is critical to promote the library's mission. The library must:

- Develop partnerships with other community groups.
- Network with other community organizations which have programs that complement the library's mission.
- Identify volunteers, including board members and friends, willing to act as advocates for the library's mission at the local, state, and national levels.
- Communicate regularly to promote the library with:
 - Business groups,
 - Civic and other non-profit organizations
 - Education community
 - Foundations
 - Governmental agencies.

APPENDIX A

COMPARISON OF ROLES & RESPONSIBILITIES OF PUBLIC LIBRARY TRUSTEES AND LIBRARY DIRECTORS

GOVERNANCE

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

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

Preserves the library's independence from undue political influence and any threats of censorship.	Remains politically neutral in representing the library in the community and promotes intellectual freedom for all community residents.
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PLANNING

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

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

PERSONNEL

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

Library Board / Trustee	Library Director
Employs a qualified library director at a competitive salary. Supports librarian in efforts to meet state certification requirements. Confirms staff appointments.	Serves as the technical advisor to the board on all library operations and recommends and supervises employment of all staff.
Is aware of local management policies and practices covering library personnel (e.g. job descriptions, responsibilities, salaries,	Is familiar with city or county management personnel practices and policies and local, state, and federal employment laws and

benefits, hours, sick leave, vacation, overtime, holidays, hiring and firing conditions, performance evaluation and promotion, professional development, etc.). Also knowledgeable about local, state, and federal employment laws. Evaluates the director periodically and reviews staff evaluations recommended by the director.	practices. Responsible for insuring staff job descriptions are up-to-date. Conducts staff performance evaluations on schedule.
Ensures that the library director has sufficient and adequately compensated qualified staff. Responsible for providing healthy and safe working conditions and environment for director and staff or recommending improvements to local governing body.	Communicates efforts and accomplishments of staff and suggests appropriate recognition and incentive awards. Conducts annual performance appraisals, maintains evaluation records, documents achievements or problems for governing authority. Recommends needed improvements in working conditions, compensation and benefits.
Maintains cordial relations with library staff, but does not interfere in working relations between the library director and staff. Does not ask for special library favors of staff members.	Supports staff members in their duties and assignments and encourages their ideas, creativity, and constructive recommendations for providing library services.

POLICY MAKING

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

Library Board / Trustee	Library Director
Establishes, reviews and revises the bylaws to ensure smooth functioning of board and library operations. Responsible for establishing or recommending library service objectives and policies.	Helps board comply with bylaws, suggests additions or changes that expedites board effectiveness. Provides assistance and relevant information about library operations, services, and resources to help the board develop equitable, comprehensive and effective policies.
Participates actively in the policymaking process to support the library's mission in the community. Adopts written policies to support the purpose, goals, and objectives of the library.	Administers library policies as adopted by the board and recommends additional policies as needed.
Assesses and approves methods and schedule	Regularly reports on the progress and

for implementing and reviewing library service policies.	effectiveness of implementing board approved policies.
Coordinates management, personnel, purchasing, contracting, EEO and ADA compliance, confidentiality of records (GRAMA, etc.) policies with those of local, state and federal laws and regulations.	Helps the board understand how government policies differ and interact with library services, resources, and operations policies.
Reviews and approves collection development and materials selection policy, which authorizes the director and qualified staff to select all books and other library materials.	Submits preliminary collection development and materials selection policy for board approval. Selects all books and materials according to adopted policy. Can assign selection responsibilities to qualified staff.
Also reviews, revises and ratifies other written policies submitted by the library director addressing: reference services, gifts/donations; circulation and patron registration; operations and equipment use; use of library facilities by community organizations; public relations; Internet access; and staff training.	Provides experience and expertise to help the board adopt the most appropriate library policies based on patron information and service demands.
Insures that library policy states and supports the intellectual freedom of all residents in the community, including the Library Bill of Rights and the ALA Freedom to Read statement and provides a well-defined public challenge policy and procedure to protect the library and board from censorship threats.	Supports and defends the intellectual freedom rights of all residents. Promotes the Library Bill of Rights and the ALA Freedom to Read statement.

FINANCES

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

Library Board / Trustee	Library Director
Understands the categories and sources of tax revenues available for library needs and knows what the library's fair share should be. Ensures that local sources fund at least 65% of library expenses.	Understands sources of tax revenue for library operations and expends library funds judiciously and completely in selecting materials and providing services.
Reviews the budget proposal prepared by the library director, approves the final document and presents and defends it before the governing body and general public.	Prepares the preliminary annual budget recommendations based on present and anticipated revenues. Relates budget needs to board's overall plan for library development.

Is informed about the library's financial status and current and projected funding needs. Asserts community leadership in identifying and securing sufficient funding for library operations. Establishes fund raising task forces or committees with other members of the community to fund collections, services, or operations.	Reports regularly on library expenditures and informs the board of future demands on the budget. Suggests ways to stretch the budget through cooperation with other libraries, new technology, state and federal grant programs, and corporate or private funding opportunities.
Is appraised of benefits to the library through State of Utah grants and services. Ensures that the library annually complies with the "Maintenance of Effort" standard required by the State Library. Encourages the director and staff to apply for annual LSTA grants.	Educates the board in the benefits that state and federal grants provide for improved library services. Submits grant proposals for board discussion, input, and approval.
Maintains good relations with local government that collects and distributes library funds.	Communicates to government officials the judicious use of funds expended for library services and reports on various output and outcome measures for justifying additional funding.

PUBLIC RELATIONS

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

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

governing body of the above.	professional library literature.
Publicly defends library policies and supports actions by the director and staff executed according to board policy.	Supports board policies, decisions, and actions in the community.

CONTINUING EDUCATION

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

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

APPENDIX B

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APPENDIX C

ORGANIZATIONS

American Library Association

🔗 www.ala.org

Mountain Plains Library Association

🔗 www.usd.edu/mpla

Public Library Association, a Division of the American Library Association

🔗 www.pla.org

Utah Library Association

🔗 www.ula.org/

Utah State Library Division

🔗 library.utah.gov

ONLINE RESOURCES

Library Laws of Utah: <http://library.utah.gov/library-laws>

Pioneer: Utah's Online Library Premium Databases:
<http://pioneer.utah.gov/>

Standards for Utah Public Libraries:
<http://heritage.utah.gov/wp-content/uploads/USL-Certification-Standards-for-Utah-Public-Libraries-2013-2014.pdf>

State Library Workshops: <http://library.utah.gov/workshops>

ULN Discussion Lists: <http://library.utah.gov/lists>

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APPENDIX D

NEW DIRECTOR'S CHECKLIST DOCUMENTS TO HAVE ON HAND

- ✓ Local Library Ordinance
- ✓ Board Bylaws
- ✓ Minutes of past Library Board meetings
- ✓ Budget documents
- ✓ Annual reports
- ✓ Policies and Procedures Manual (Collection Development Policy, Internet Policy)
- ✓ List of trustees
- ✓ List of staff members
- ✓ List of local government officials
- ✓ Job titles and position descriptions for staff
- ✓ Documents pertaining to the history of the library
- ✓ Documents pertaining to a new building project

Did you know?

- ❖ 59% of adults in the U.S. have public library cards
- ❖ Americans go to school, public, and academic libraries nearly three times more often than they go to movies.
- ❖ Reference librarians in the nation's public and academic libraries answer nearly 5.7 million questions weekly. Standing in single file, the line of questioners would span from Long Island, New York to Juneau, Alaska.
- ❖ A 2009 poll conducted for the American Library Association found that 96% of respondents agreed that public libraries play an important role in giving everyone a chance to succeed because it provides free access to materials and resources.

Source: "Quotable facts about America's libraries, 2010." American Library Association

NEW DIRECTOR'S CHECKLIST LAWS YOU SHOULD KNOW ABOUT

- ✓ State laws pertaining to libraries
- ✓ City and County Ordinances
- ✓ ADA Requirements (Employment Applications)
- ✓ Fair Labor Standards Act (FLSA)
- ✓ Family Medical Leave Act
- ✓ EEOC Sexual Harassment Regulations
- ✓ Title VII Civil Rights Act of 1964 (Anti-Discrimination)
- ✓ OSHA Blood Borne Pathogens Standards
- ✓ Local Ordinances- Building & Safety Issues
- ✓ Emergency Evacuation /Workplace Safety Rules

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APPENDIX E

WORKSHEET FOR DELIVERING THE MESSAGE

What is the ultimate goal of this library advocacy effort?

What are the immediate objectives?

What are the key messages (10-15 words)?

Who is the audience?

Why is this important to the audience?

- 1.
- 2.
- 3.

What do we want the audience to:

1. Think?
2. Feel?
3. Do?

Supporting points:

- 1.
- 2.
- 3.

How will we know if this advocacy effort is successful?

The Effective Library Advocate:

- ✓ Maintains contact with legislators.
- ✓ Knows how to shape the message for legislators.
- ✓ Knows who can get to decision makers.
- ✓ Understands the importance of timing.
- ✓ Writes effective communications.
- ✓ Informs and educates.
- ✓ Always says thank you.