

Chapter 1:

Becoming a Trustee

In this chapter you will learn about:

- ✓ General description of library trustees in Connecticut
- ✓ Duties and responsibilities of a trustee
- ✓ Trustees job description
- ✓ Trustee selection
- ✓ Orientation of new trustees

General Description

As a Connecticut public library trustee you are entrusted with the continued development of the public library in your community – an institution essential to both individual and community well-being. For generations, public libraries have provided free access to the knowledge, information and diversity of ideas essential to a democratic society.

In Connecticut, library boards may be either governing or advisory. Governing boards have final legal and fiscal authority of the library. In general, if your library was founded by authority of Connecticut General Statutes, sections 11-20 and 21 or is operated by a private association, you are a member of a governing board. In some cases where the library is a department of the municipality the board may be advisory. In this case the board provides input on policies and planning and often participates in the hiring of a new library director. In both cases, however, the board has an important responsibility for representing the community, insuring the quality of library service and advocacy for adequate funding.

Chapter 1: Becoming a Trustee

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

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

Collectively, a Board of Trustees should have:

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

Duties and Responsibilities/job description

Becoming a member of the board of trustees carries with it a responsibility to oversee the legal, ethical and financial health of the public library. Although it can be exciting and fun, it is important not to lose sight of this responsibility. As with any job, it can be helpful to understand the expectations that come with your position.

Job Title: Library Board member

Accountable to: The taxpayers and the people served by the library

Responsibilities: Responsible for working with other board members to oversee the library, establishing policy and plans, determining the final budget and conducting public relations.

Duties:

- Attends and participates in all board meetings
- Reads board meeting minutes and other materials sent out before the board meeting
- Becomes informed about all phases of library operation
- Serves on committees as assigned by board chair
- Lends expertise and leadership to the board for the good of the library
- Actively participates in activities and workshops
- Helps to secure adequate municipal funding for the library
- Participates in fundraising activities
- Visits the library often

Qualifications:

- Appreciation of the library and a desire to provide the best possible library service for the community
- Willingness to be a team player
- Ability to work with people
- Ability to plan
- Ability to put aside personal preferences for the greater good of the library

Selection of Trustees

The selection of trustees, the size of the board, the terms of membership and the powers and duties of trustees depend on how your library was founded.

Many libraries in Connecticut are covered by Connecticut General Statutes (C.G.S.) Sections 11-20 and 21 (see Chapter 3). If there is nothing contradictory in the town charter these libraries' boards are elected in the manner provided in C.G.S. Section 9-207. The number of board members must be divisible by three. Libraries serving cities may also have been formed under Sections 11-32 and 33. The boards governing these libraries consist of nine members appointed by the chief elected official of such municipality with the approval of the legislative body. Not more than one member of the legislative body shall be a member of said board. Until July 2010, these two sections applied only to cities. Now the wording applies to any municipality.

In Connecticut there are many variations on the composition and appointment of library board members. Some libraries operated by associations are not governed by these statutes. Libraries should consult their particular incorporation documents, town charter, and ordinance for guidance.

The caliber of trustees aids in determining the success of the library. Be prepared to identify potential trustees who are active, informed and interested library supporters. Trustees must devote a great deal of time and express a high level of interest to fulfill their duty. Commitment is the primary qualification for those who serve on the board. Sharing the job description with potential candidates will help communicate the expectations for members. If the library board doesn't have direct control over the selection of new members it is a good idea to communicate with the person(s) with that control and let them know the abilities and qualifications that you are looking for in new trustees.

Approximately half of all public library trustees in Connecticut are elected to their position. Most of the others are appointed by municipal officials. Some are self perpetuating. The chart below lists the variety of methods for selection of members. Libraries occasionally have trustees who are selected by a combination of methods, i.e., some appointed and some ex-officio.

Appointed	An appointed trustee is selected by a public official or group of municipal officials.
Elected	An elected trustee is selected by the registered voters of the municipality in a municipal election.
Ex-officio	An ex-officio trustee is selected by virtue of holding a specified public office or a specified political, committee, social or religious affiliation in the municipality. For example, the legal authorization for some boards of trustees may require that their membership include the principal of the local high school, a member of the Board of Selectmen, a religious leader or a member of a prominent family.
Self-perpetuating	A self-perpetuating trustee is selected by the members of the library corporation or association, usually from the corporation or association membership, but occasionally from the municipality at large.

Terms of Membership

Board members should serve staggered terms in order to provide continuity of service. If your Board is governed by C.G.S. 9-207, one third of board members are to be elected for six year terms on a staggered election cycle.

How long should a trustee serve?

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

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

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

Trustee Orientation

Very few new board members come to the position of trustee with the library knowledge they need to function effectively. Some specialized library knowledge is necessary to be an effective trustee. This knowledge cannot be readily acquired by the lay person who is interested in libraries but has never been directly involved in library planning. In addition, some new board members may not fully understand the roles and responsibilities of the board. New members will more quickly become effective members if they are provided the information they need to feel comfortable with the new job and begin work.

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

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

Orientation Checklist — A New Trustee To Do List

- Tour the library and meet staff members
- Become informed about the structure of the Board
 - ✓ Type of board: appointed, elected, or self-perpetuating; ex-officio members
 - ✓ Governance of the library: municipal, corporate, or association
 - ✓ Organization of the board, its officers and standing committees
 - ✓ Board meeting location and schedule
 - ✓ Responsibilities and expectations
 - ✓ Library and board goals and long range plans
 - ✓ Library and board accomplishments
 - ✓ Trustee roles in relationship to the library director
 - ✓ The library's relationship to the Connecticut State Library, the Association of Connecticut Library Boards, Connecticut Library Association, Connecticut Library Consortium and network consortium (if applicable)
- Meet with the library director and trustee chair to learn about the functioning of your library.
 - ✓ Organization and history
 - ✓ Funding sources and budgeting process
 - ✓ Day-to-day operations
 - ✓ Service to the community
 - ✓ Relationship to other resources and groups
 - ✓ Projects in progress
 - ✓ Volunteer resources and Friends of the Library group

Orientation Kit and Board Manual

In addition to the *Connecticut Public Library Trustee Manual*, a new trustee needs local information to review and consult. The library director should provide each trustee with a copy of the library's bylaws and any local ordinances which affect the library, its long range plan and annual updates, its policy manual, and its current budget. A list of all funding sources and the percentage of revenue which each source represents is also an important tool for the new trustees.

Contents of a Local Manual May Include:**Board**

- A description of board members' responsibilities
- Descriptions of duties of officers, committees and charges
- Annual calendar with program and fiscal planning schedules
- List of board members, names, addresses and phone numbers, terms of office
- By-laws of the board, articles of incorporation if applicable
- Board minutes from previous year
- Minutes of previous board meetings
- List of suggested resources (publications and organizations)

Personnel

- Organizational chart for the library including position descriptions, pay scales, etc.
- Union contract, if applicable
- Staff list, titles, responsibilities, location
- A brief biography of the library director
- Procedures for evaluation of the library director

Policies and Planning

- History of the library and its current mission statement, goals and objectives
- Library policies on personnel, Internet access, meeting room use, etc.
- Community analyses such as census figures, economic and occupational trends
- Long-range development plans (which may already include above information)
- Most recent library annual report, with prior years for comparison

Statistical reports

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

Budget and Finance

- Current budget and financial reports
- Contracts with other libraries or networks

Local Government

- Local laws, and contracts pertaining to library, town charter sections
- Local government information, for example, list of Board of Selectmen, Finance Committee members

Friends/Volunteers

- Friends of the Library history including list of board members
- Volunteer program information

Chapter 2:

Board Organization

Here, you will learn:

- ✓ Characteristics of a good library board
- ✓ Content of library bylaws
- ✓ Duties of board officers
- ✓ Responsibilities of the Library Director, Trustees and Friends

Characteristics of a Good Library Board

Good library boards everywhere have characteristics which identify their operations as "professional":

- Trustees know what is expected of them in time, attendance, support and work to fulfill the job description.
- Trustees accept that a board acts as a unit and that differences of opinion will be worked out in amicable discussion and final decisions.
- The board will have a structure of its own, with bylaws, written policies and procedures to cover all operations of the library.
- The board will meet often and regularly with the expectation that individual absences will be justified.
- The board meeting will be open to the public and abide by the Freedom of Information Act (FOIA).
- Trustees will look to the chair to run the meeting and move the agenda along. However it is the responsibility of all board members to assure efficient and productive meetings. Most boards have adopted Robert's Rules of Order procedures for conducting board meetings.

Chapter 2: Board Organization

- Meetings will be conducted with dignity and each trustee will be treated fairly.
- The library director will be encouraged to participate, but does not vote.

Bylaws

The Connecticut General Statutes, Chap. 190, Sec.11-21 empowers public library boards to adopt bylaws for their own governance. This is done in writing and by formally adopting and revising the bylaws at a regular meeting of the board.

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

Bylaws may include:

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

- Appointment and duties of standing committees. Standing committees may include:
 - Executive Committee
 - Budget and finance
 - Personnel
 - Library development and planning
 - Policy
 - Legislative
 - Fundraising
 - Building
- Provision for special committees
- Required reports and yearly timetables
- Provision for amending the bylaws
- Provision that any motion dealing with policy or regulation must be continued over for final decision at a subsequent meeting
- Provision for filling vacancies
- Removal/replacement of trustees
- Provision for recourse to Robert's Rules of Order, revised edition for procedural matters not covered in the bylaws

Duties of Officers

All boards of trustees recognize the need for officers with clearly defined duties and powers for each office, all in writing and well understood by everyone. Board position descriptions can and should be designed to meet the specific needs of the individual library. Following are some sample position descriptions. Boards of trustees traditionally elect the following officers:

Chairperson/ President

- Keeps the board operating effectively.
- Works closely and cooperatively with the library director.
- Serves as diplomatic troubleshooter to identify potential problems and issues which require advance board study and action.
- Never loses sight of the fact that the chairperson is only one member of the board, not empowered alone to set policy for the board or the library.
- Graciously walks a delicate line between front stage and back stage, doing and delegating, silent and speaking, pushing and pulling, persisting and praising, listening and leading.
- Carrying all the workload for the board is not necessarily the mark of a good chairperson. To ensure that all board members contribute and are given due credit is a greater challenge and accomplishment.
- Acts as the chief spokesperson representing the board both orally and in correspondence.
- Plans and presides over board meetings.
 - Sets agenda in consultation with director and other board members.
 - Conducts efficient and productive meetings that move the board toward its goals. Keeps the discussion focused on the major action issues to be considered, or a rambling, semi-social session.
- Appoints committees for specific assignments.
 - Considers committee chairs with the commitment and ability to lead a committee to reach the board's assigned objective within the assigned time.
 - Monitors the progress of the committee and provides help if needed, yet is careful not to dominate. Some board chairpersons serve as ex-officio members of all committees except the nominating committee.
- Some boards limit the chairperson's term of office to one year, to facilitate rotation of leadership responsibilities. This creates a stronger board and lessens the potential for one person to dominate the board.

Vice Chairperson/Vice President

- The commitment and leadership abilities of the person the board elects as vice chairperson should be similar to those of a chairperson.
- The vice chairperson automatically becomes the chairperson in the event of resignation or death unless the bylaws provide otherwise.
- Presides in the absence of the chairperson or whenever the chairperson temporarily vacates the position.
- In the absence of the chairperson, the vice chairperson is not an ex-officio member of any committee and cannot fill vacancies unless specified in the bylaws.

Secretary

It is important for the secretary to have a general knowledge of the board's statutory authority, bylaws and operating policies as well as parliamentary procedure. The secretary should understand that minutes of a public body must be a clear, concise, factual record for possible later reference or legal evidence showing what specific action was taken, why it was taken, when and by whom. The secretary:

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

Treasurer

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

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

Meetings

Here's a brief outline for conducting efficient and lawful board meetings. All members of the board should be informed and active participants in the meetings.

- Call the meeting to order. A library board meeting should start and end on time. A board meeting is a business meeting that should be conducted in a businesslike manner.
- Take attendance. Note in the minutes those present and absent. The attendance record is important proof that your meeting had a quorum present to conduct official business. Note in the minutes late arrivals. It encourages on-time attendance!
- Recognize visitors. Introduce non-board guests--such as staff members or reporters. The board should know who is in attendance.
- Approve the agenda. The agenda is the board's plan for the meeting and must be formally accepted. Under Freedom of Information (FOI) requirements, the agenda for all regular meetings must be available at least 24 hours before the meeting. New business not on the agenda may be considered and acted on only on a 2/3 vote of the members.
For further information please see <http://www.ct.gov/foi/>

- Approve the minutes of the last meeting. Minutes are the official record of board actions. Scrutinize them carefully before the meeting and correct errors before voting to approve them. Under FOI, the minutes must be made available to the public within 7 days of the meeting. Since the minutes are not formally approved until the next meeting, they may be marked "draft." The votes of each member on any issue must be put in writing and made available to the public with 48 hours, excluding weekends and holidays.
- Hear Treasurer's financial report. The financial report should come early on the agenda and not include long discussion about where to find new revenues. This issue should be considered by the fundraising committee which reports regularly to the board. Questions about bills should be directed to the administrator prior to the board meeting unless it is a question the entire board needs to consider.
- Hear Library Director's report. The library director's report should be for information purposes only. Issues the library director wishes the board to act on should be included under the "New Business" section of the agenda.
- Hear Committee reports.
- Consider Old Business. There may be a few items such as motions tabled or actions not completed at the end of the previous meeting. These may have been intentionally carried over to allow for consideration. For instance, some policies need careful consideration and should be discussed once, then brought back for a decision. All items must be properly noticed on the agenda.
- Consider New Business. Any items under New Business should be noticed on the agenda prior to the meeting, especially ones requiring actions.
- Listen to audience input. If you have visitors attending your meeting, allow them a time to speak for a specified time.
- Make announcements. Announce future board meetings and activities.
- Adjourn the meeting. After your board business is finished it is usual for the chair to ask for a motion to adjourn the meeting.

Working Together: Library Directors, Boards of Trustees and Friends

Working Together: Roles and Responsibilities Guidelines

Responsibilities of	Library Director	Trustee	Friend
General Administrative	Administer daily operation of the library including personnel, collection development, fiscal, physical plant and programmatic functions. Act as advisor to the board and provide support to the Friends and community groups.	Recruit and employ a qualified library director; maintain an ongoing performance appraisal process for the director in accordance with town charter.	Support quality library service in the community through fund raising, volunteerism and serving as advocates for the library.
Policy	Apprise board of need for new policies, as well as policy revisions. Implement the policies of the library as adopted by the library board.	Identify and adopt written policies to govern the operation and program of the library.	Support the policies of the library as adopted by the library board.
Planning	Coordinate and implement a strategic plan with board, friends, staff and community.	Ensure that the library has a strategic plan with implementation and evaluation components.	Provide input into the library's strategic plan and support its implementation.
Fiscal	Prepare an annual budget for the library in accordance with town charter.	Seek adequate funds to carry out library operations; Assist in the preparation and presentation of the annual budget in accordance with town charter.	Conduct fund raising to support the library's mission and plans.
Advocacy	Promote the mission of the library within the community. Educate the board, Friends and community regarding local, state and federal issues which impact the library.	Promote the mission of the library within the community. Advocate for the library to legislators.	Promote the mission of the library within the community. Advocate for the library to legislators.
Meetings	Participate in board and Friends meetings and ensure that there is a liaison from the board to the Friends and vice versa.	Participate in all board meetings. Appoint a liaison to the Friends board and become a member of the Friends.	Maintain a liaison to the board of trustees.
Networking	Encourage board and Friends to join state and national professional organizations and make them aware of educational opportunities.	Join the Association of Connecticut Library Boards as a resource for policies, operations and advocacy for libraries.	Join the Friends of Connecticut Libraries as a resource to better support the library.



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Chapter 3:

Legal Responsibilities

In this chapter you will learn:

- ✓ Legal and Ethical Responsibilities of trustees
- ✓ Freedom of Information Act
- ✓ Confidentiality of Library Records
- ✓ Other laws affecting libraries

Trustees and the Law

All public library trustees must recognize and accept their legal position as governing agents of the library. A trustee of a public library is a public officer who has fiduciary responsibility to the citizens and taxpayers of their community. A fiduciary is a person who holds something in trust for another. The public library is a municipal asset which board members hold in trust for the public. If library trustees violate their trust or fiduciary duty, they may be subject to legal consequences. Trustees of governing boards have a legal responsibility to ensure adherence to legal and ethical standards. Trustees need to be aware of the relevant legal requirements, strive to act within the laws, and seek expert assistance as appropriate. This section of the handbook is not intended to give legal advice but rather give general direction on a governing boards' responsibility.

The section Working Together in Chapter 2 of this handbook describes the differing roles of trustees and directors regarding the legal responsibilities for care of the library. Trustees may rely heavily on their director's expertise and knowledge of local, state, and federal laws which affect the library. However, trustees cannot abrogate their responsibility to assure that all policies and practices conform to all local, state, and federal legal requirements.

Municipal Charters and Ordinances

Many Connecticut municipalities are governed by special legislation, charter or ordinances, components of which may or may not relate directly to the library. It is critical for trustees to know if their municipality has such a charter or has plans to implement one, and if so, how its provisions affect their library. While trustees have traditionally looked to the Connecticut General Statutes to delineate the rights and responsibilities of trustees to exert "custody and management" over public libraries, a local charter or ordinances may take precedence over these statutes. All trustees should be familiar with the statutes, charter, ordinance and by-laws affecting their library.

If your community is planning a charter change, make sure that at least one trustee becomes familiar with the charter change process, and is informed every step of the way about the proposed changes.

Ethics

Library boards may wish to adopt their own codes of ethics. In general, trustees should not use their position for personal gain for themselves, relatives and friends. Board members also should:

- Represent the interests of all people served by the library and not favor special interest.
- Do nothing to violate the trust of those who elected or appointed them to the board.
- Never use their service on the board for personal advantage.
- Never vote on matters for which they have personal financial interest.
- Keep confidential information confidential.
- Not hold board meetings without the director.
- Observe policies of the board and library.
- Not accept complaints from the public or staff on library matters. These complaints are the director's responsibility.
- Attend board meetings regularly.

A helpful guide to state ethics laws for municipalities may be found at:

<http://tinyurl.com/CTethics>

The American Library Association Code of Ethics may be found at:

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

Liability

"Connecticut statutory and common law provides municipal officials with significant protection from civil liability. But the law does not provide total immunity. Thus, under certain circumstances municipal officials can be sued individually. Also, under certain circumstances, the law requires municipalities to indemnify municipal officials who are sued because of actions they took in their official capacity." (OLR Report 2009-R-0444)

In general those who serve on a municipal board or commission, are immune from civil liability resulting from any act, error, or omission made in the exercise of their policy or decision-making responsibilities if they were acting in good faith. For a good explanation of the limits of municipal liability, see the Office of Legislative Research Report: Civil Liability of a Municipal Official at:

<http://www.cga.ct.gov/2009/rpt/2009-R-0444.htm>

Acting in good faith and with due diligence requires a board member to:

- Attend board meetings regularly, coming prepared, having read all material to be discussed in advance of the meeting.
- Ask questions and not vote for any motion action until they have sufficient information to base an opinion.
- Ensure that minutes are recorded, reviewed for accuracy and made available to the public as required under Freedom of Information Act.
- Review fiscal records and controls at regular intervals.
- Implement and regularly review appropriate policies.
- Maintain active committees.
- Avoid conflict of interest. A generally accepted rule of thumb is that a trustee or his/her family may not receive any gain (tangible or intangible) in dealing with the library.

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

Connecticut Statutes Affecting Libraries

The complete Connecticut General Statutes may be found at:

<http://www.cslib.org/psaindex.htm>

Statutes specifically related to libraries may be found at:

http://www.webjunction.org/resources/WebJunction/Documents/connecticut/DLD_General/CT_Laws_Affecting_Public_Libraries.pdf (This listing includes statutes

regarding Freedom of Information, Voter Registration, Confidentiality of Library Records, municipal elections and the Connecticut Education Network as well as statutes specifically concerning public libraries.)

Freedom of Information Act

As public agencies, public libraries must comply with the Freedom of Information (FOI) Act. Generally FOI also applies to association libraries due to their governmental funding and the fact that they perform a governmental function (serve as the town's public library). Any questions on the requirements of FOI should be addressed to the Commission. Contact information is on page 8 of this manual.

HIGHLIGHTS OF THE FREEDOM OF INFORMATION ACT (Be Sure To Consult Statutes)

PUBLIC AGENCIES

You have the right to obtain records and attend meetings of all public agencies – with certain limited exceptions.

This applies to

-State and local government agencies, departments, institutions, boards, commissions and authorities and their committees.

-Executive, administrative or legislative offices, and the judicial branch and the Division of Criminal Justice with respect to their administrative functions.

-Certain other entities based on the following criteria: (1) whether the entity performs a governmental function; (2) the level of government funding; (3) the extent of government involvement or regulation; and (4) whether the entity was created by the government.

PUBLIC MEETINGS

I. Meetings, including hearings and other proceedings, must be open to the public – except in limited situations.

A public meeting is any hearing or other proceeding of a public agency, or gathering of, or communication by or to a quorum of a multi-member agency, to discuss or act on any matter over which it has authority.

The following are not public meetings: meetings of certain personnel search committees; collective bargaining strategy and negotiating sessions; caucuses; chance or social gatherings not intended to relate to official business; administrative or staff meetings of a single-member agency (e.g., mayor); and communications limited to notice of agency meetings or their agendas.

No registration or other requirements may be imposed on a member of the public seeking attendance at a public meeting.

The public, as well as the news media, may photograph, record or broadcast meetings, subject to prior reasonable rules regarding non-interference with the conduct of the meeting.

II. Only three kinds of meetings are recognized under the Freedom of Information Act: Regular, Special and Emergency.

A state agency must file each year a schedule of its regular meetings with the Secretary of the State. A town or city agency must file each year a schedule of its regular meetings with the clerk of the town or city. A multi-town district or agency must file each year a schedule of its regular meetings with the clerk of each municipal member of the district or agency. A special meeting may be called up to 24 hours (excluding weekends, holidays, and days on which the office of the Secretary of the State or municipal clerk, as the case may be, is closed) before the time set for the meeting. A special meeting is called by filing a notice stating the time, place and business to be transacted.

A state agency files this notice with the Secretary of the State; a local agency files this notice with the municipal clerk; a multi-town district or agency files this notice with the clerk of each municipal member of the district or agency.

An emergency meeting may be held without complying with the preceding notice requirements. However, the agency must file its minutes, including the reason for the emergency, within 72 hours (excluding weekends and holidays) of the meeting with the Secretary of the State if a state agency; or with the municipal clerk if a local agency; or with the clerk of each municipal member if a multi-town district or agency.

Chapter 3: Legal Responsibilities

III. You are entitled to receive a copy of the notice and agenda of a meeting.

An agency is required to send a notice of its meetings, where practicable at least 1 week prior to the meeting date, to any person who has made a written request. The agency may establish a reasonable charge for this service.

Each agency must make available its agenda for each regular meeting at least 24 hours before the meeting to which it refers. New business not on the agenda may be considered and acted on only on a 2/3 vote of the members of the agency.

IV. Agency minutes and record of votes must be available to the public.

The minutes of each agency meeting must be made available to the public within 7 days of the session to which they refer in the agency's office if it has one; or, if none, in the office of the Secretary of the State for state agencies or in the municipal clerk's office for local agencies. In the case of special meetings, the 7 day period excludes weekends and holidays. The minutes must contain the record of each member's vote on any issue before the agency.

The votes of each member on any issue must be put in writing and made available to the public within 48 hours, excluding weekends and holidays, of the meeting at which the votes were taken.

The minutes of a meeting at which an executive session occurs must indicate all persons who were in attendance at the closed session, except for job applicants who were interviewed.

EXECUTIVE SESSIONS

I. An agency may close certain portions of its meetings by a vote of 2/3 of the members present and voting. This vote must be conducted at a public session. Meetings to discuss the following matters may be closed: specific employees (unless the employee concerned requests that the discussions be open to the public); strategy and negotiations regarding pending claims and litigation; security matters; real estate acquisition (if openness might increase price); or any matter that would result in the disclosure of a public record exempted from the disclosure requirements for public records.

Any business or discussion in a closed session must be limited to the above areas.

The agency may invite persons to present testimony or opinion in the executive session, but their attendance must be limited to only the time necessary for that testimony or opinion.

PUBLIC RECORDS

I. Most records or files of state and local agencies, including minutes of all their meetings, are available to the public for inspection or copying.

This includes

-Information or data which is typed, handwritten, tape recorded, printed, photographed or computer-stored.

-Most inter-agency and intra-agency memoranda or letters.

II. Records specifically exempted from disclosure by federal law or state statute are not available to the public. In addition, the following records may not be available to the public: some preliminary drafts or notes; personnel or medical files; certain law enforcement records, including arrest records of juveniles and some witness and victim identification information; records relating to pending claims and litigation; trade secrets and certain commercial or financial information; test questions used to administer licensing, employment or academic examinations; real estate appraisals and construction contracts until all of the property has been acquired; personal financial data required by a licensing agency; records relating to collective bargaining; tax returns and communications privileged by the attorney-client relationship; names and addresses of public school students; information obtained by illegal means; certain investigation records of reported misconduct in state government or names of state employees who report such misconduct to the state Attorney General or Auditors; certain adoption records; election, primary, referenda and town meeting petition pages, until certified; certain health authority complaints and records; certain educational records; certain records, when there are reasonable grounds to believe disclosure may result in a safety risk; and certain records, if disclosure would compromise the security or integrity of an information technology system. Also, records of personnel search committees need not be disclosed if they would identify executive level employment candidates without their consent.

III. You may inspect public records during regular office hours, but copies, print-outs or transcripts should be requested in writing.

The fee for a copy of a public record from a state agency must not exceed 25¢ per page. The fee for a copy of a public record from a non-state agency must not exceed 50¢ per page. The fee for a computer disk, tape, printout or for a transcript, or a copy thereof, must not exceed the actual cost to the agency involved. The agency may also require the prepayment of these fees if their estimated cost is \$10.00 or more. No sales tax may be imposed for copies of the public records requested under this Act.

The agency is required to waive any fee for copies if the person requesting the copies is poor and cannot afford it; or if the agency determines that the request benefits the public welfare. There is an additional charge for a certified copy of a public record.

Chapter 3: Legal Responsibilities

You are entitled to prompt access to inspect or copy public records. If an agency fails to respond to a request within four business days, such failure can be treated as a denial of the request.

If you have any questions regarding the Freedom of Information Act, contact:
Freedom of Information Commission of the State of Connecticut
18-20 Trinity Street
Hartford, CT 06106
(860) 566-5682
TOLL-FREE (CT ONLY): (866) 374-3617
FAX: (860) 566-6474
FOI@ct.gov
<http://www.ct.gov/foi>

Confidentiality of Library Records

An important exception to the Freedom of Information requirements as specified in C.G.S. section 1-210 is the requirement for confidentiality of library records. C.G.S. Sec. 11-25 requires that records maintained by libraries that can be used to identify any library user, or link any user to a library transaction, regardless of form, shall be kept confidential. Such records may only be released with permission of the user or pursuant to a court order. Specifically the statute states:

Reports by libraries. Confidentiality of records. (a) *The libraries established under the provisions of this chapter, and any free public library receiving a state appropriation, shall annually make a report to the State Library Board.* (b) (1) *Notwithstanding section 1-210, records maintained by libraries that can be used to identify any library user, or link any user to a library transaction, regardless of format, shall be kept confidential, except that the records may be disclosed to officers, employees and agents of the library, as necessary for operation of the library.* (2) *Information*

contained in such records shall not be released to any third party, except (A) pursuant to a court order, or (B) with the written permission of the library user whose personal information is contained in the records. (3) *For purposes of this subsection, "library" includes any library regularly open to the public, whether public or private, maintained by any industrial, commercial or other group or association, or by any governmental agency, but does not include libraries maintained by schools and institutions of higher education.* (4) *No provision of this subsection shall be construed to prevent a library from publishing or making available to the public statistical reports regarding library registration and use of library materials, if such reports do not contain personally identifying information.*

Libraries should have a policy that reiterates this right to confidentiality as well as a procedure that staff should follow when confronted by a request for a patron record. All library staff must be adequately trained regarding this procedure. Sample policies may be found at:

[http://www.webjunction.org/documents/connecticut/Sample Policies from Connecticut Public Libraries.html](http://www.webjunction.org/documents/connecticut/Sample%20Policies%20from%20Connecticut%20Public%20Libraries.html)

Other Laws Affecting Public Libraries

A guide to laws affecting libraries is available at:

http://www.webjunction.org/resources/WebJunction/Documents/connecticut/DL_D_General/CT_Laws_Affecting_Public_Libraries.pdf Included in this listing are laws related to state aid, Connecticard, voter registration, establishing public libraries, taxing, merger of libraries, contracts for library service, and theft of library materials.

State statutes are often revised or repealed, so always check the latest version available at: <http://www.cslib.org/psaindex.htm>

For assistance, contact the State Library Legislative Reference desk at:
860.757.6590 or CSL.Lawref@ct.gov.

Chapter 4

Policies: AN ESSENTIAL RESPONSIBILITY FOR TRUSTEES

In this chapter you will learn about:

- ✓ The benefits of library policies
- ✓ Suggested policies for your library
- ✓ Where to find sample policies
- ✓ Elements of successful policies

General Description

One of the most important responsibilities of library trustees is the development of policies by which the library director, staff and trustees can make consistent service and administrative decisions. These policies must adhere to the library's mission statement and follow local, state, and federal laws and provide fair treatment of patrons and staff. State statutes that may relate to policies may be found at:

http://www.webjunction.org/resources/WebJunction/Documents/connecticut/DL_D_General/CT_Laws_Affecting_Public_Libraries.pdf

Policies guide all phases of library operation, they are not detailed descriptions of procedures. Thus, a circulation policy would be a broad statement of goals and objectives for this area of library service, providing a framework on which those procedural details would be based. It is not a detailed list of steps on how to check out a book.

Chapter 4: Policies

Because policies provide framework for actions and decisions, it follows that the library's mission statement, bylaws of the board, and the long range plan are also considered policies. Libraries also are strongly encouraged to adopt these professional policies:

The Freedom to Read (from the ALA)

<http://www.ala.org/offices/oif/statementspolis/ftrstatement/freedomreadstatement>

The Library Bill of Rights (from the ALA)

<http://www.ala.org/advocacy/intfreedom/librarybill>

Two other federal Acts bear prudent watching and may affect the policies the Board will adopt:

Children's Internet Protection Act (CIPA)

The Patriot Act (as it relates to confidentiality of records)

Benefits of Policies

Properly developed and adopted policies:

- support the overall library plans, goals and objectives;
- guide library director and staff in implementation of board judgments;
- provide direction and consistency in day-to-day service to community and library operation;
- reduce uninformed decision making and crisis responses to problem situations; and
- protect the rights and assures fair treatment of all patrons and staff members.

Policy Development

Policies are needed by the director and staff as they carry out their jobs, and so it is these persons who usually research, develop, and draft a policy for presentation to the Board for consideration and possible adoption. The Board also may choose to write a policy or ask the director and staff to do so.

The following is a core list of policies most often needed by a library. Rather than start from scratch it is often easier to work from policies developed by other libraries. Sample policies may be found at:

[http://www.webjunction.org/documents/connecticut/Sample Policies from Connecticut Public Libraries.html](http://www.webjunction.org/documents/connecticut/Sample%20Policies%20from%20Connecticut%20Public%20Libraries.html)

- Personnel (If not covered by town policies)
- Challenged Materials
- Circulation
- Code of Conduct
- Collection Development
- Confidentiality
- Customer Service
- Financial Development, Foundations, Investment & Endowments
- Internet/Public Access Computers
- Gifts, Memorials, and Sponsorships
- Meeting Rooms, Displays and Exhibits
- Mission Statement
- Volunteers

To be legally valid, a policy must be approved by the Library Board at a properly notified public meeting within the standards of the Freedom of Information Act. The approval date and any review dates should be noted (usually at the end of the policy), and the policy should be clearly documented in the formal Board minutes.

Elements of an Effective Policy

- Supports the mission statement
- Does not conflict with bylaws or long range plan
- Adheres to local, state, federal laws
- Does not conflict with other policies
- Treats staff and patrons fairly
- Is clear and understandable
- Does not include procedures

Chapter 4: Policies

- Provides staff and board with clear direction when making decisions
- Uses the best library practices

When the Library Board considers a policy for adoption, they should know:

- Subject of the policy
- How the policy contributes to library goals
- Need for the policy
- Who it will affect
- Who developed it
- What elements should be included
- What options are possible
- What are the legal ramifications
- What is the cost (staff time, budget, collection, facilities)
- Who should review before approval
- Who will enforce
- Who will inform and train staff
- How new hires will be informed
- Regular schedule for review

Once a policy is approved, the library director is responsible for informing the staff and the public. The approved policy is to be supported by the Board, the staff, and the Friends of the Library regardless of individual opinions.

Copies of the policy manual should be given to members of the Board, involved municipal officials, the library staff and be easily accessible to the public including through the library's web site.

Trustees should allow adequate time to consider policies before approving them. Policies also need to be reviewed, usually on a yearly basis. Researched and up to date policies will reduce trustee and staff liability as well as educate trustees and employees of the complex and varied issues within the library's concern. There also may be policies that trustees and the director will need to defend in a public forum.

Creating policies is hard work, involving research, rewriting, and time. But, that work provides the framework for all phases of the library's operations. Through well thought out policies library trustees protect that most important aspect of our democracy, the freedom of information upon which all other freedoms depend.

Chapter 5:

Planning

In this chapter you will learn:

- ✓ Reasons for planning
- ✓ The planning team
- ✓ The planning process
- ✓ Plan follow-up

Why Plan

One of the most important, and often overlooked, responsibilities of a library board is strategic planning. Having a plan is like having good insurance – always there to fall back on. It's also a road map to tell you where the library is going. Size doesn't matter. Every library needs a plan, no matter how small or how large the library and community may be.

Planning for libraries is a process of envisioning the future of both the community and the library and setting a direction to move the library toward a chosen future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision making and action by staff and the board.

The library board or director that does not plan is like a shopper going to the store without a shopping list. The library may well be offering dozens of services that are not really needed by the community, while failing to offer the one or two services that might provide a great benefit.

Planning for libraries is a process of envisioning the future of both the community and the library and setting a direction for library movement toward a chosen future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision making and action by staff and the board.

Planning essentials—getting started

However, the *process* followed to create a plan will depend on the size of library and community involved with the project. Large and even many medium sized libraries, or those libraries accustomed to planning, may have the resources and experience to undertake a full-blown process such as that described in *Strategic Planning for Results*—(Nelson, Sanda, ALA, 2008)

Strategic Planning for Results provides a blueprint for creating a vision of the future for a library and its community, along with a blueprint for creating the services that will enable a library achieve its vision. *Planning for Results*, because it is so thorough, describes a fairly time-intensive process involving a large cast of players. Any library, including smaller libraries or those new to planning, will benefit from undertaking the process outlined in *Planning for Results* if its board and staff have the commitment, time, and resources to follow through.

Start with a mission statement. Review your current one, or craft a new one. A mission statement sets the library's purpose. Describe the functions the library performs, for whom, and why the library is valuable to the community. Keep it short. One sentence is best.

Find sample mission statements at:

[http://www.webjunction.org/documents/connecticut/Sample Policies from Connecticut Public Libraries.html#Mission](http://www.webjunction.org/documents/connecticut/Sample%20Policies%20from%20Connecticut%20Public%20Libraries.html#Mission)

Who Plans?

The strategic plan for the library benefits from input from multiple individuals.

The minimum number needed to draft a strategic plan is one. On the other hand, large committees can be a real problem. Ideally, use a group between 7 and 9. Include 2 or 3 trustees, the library director, 2 or 3 staff, a government representative and 1 to 2 good library customers.

The library director can be relied on to gather statistics about a community. Important statistics include:

- size of community broken down by age, gender, racial heritage, etc.
- The existence of large or growing groups of newcomers to the community, whether they are urban or rural transplants, new ethnic groups, or other.
- Economic factors regarding the community, such as household incomes and source of payrolls.
- Educational profile of the community.

At the same time, the director and staff can gather facts about the library. Questions to ask include:

- What services are currently being offered?
- How have usage patterns been changing in the past few years?
- What is the composition of the collection? How many books does the library own? How many books on tape? Videos? Children's books, etc.?
- What is the age of the collection? What is the average publication date for each section of the nonfiction collection?

By discussing these and similar facts about the library and the community, the staff and board can come to some basic conclusions about the library on which to plan future services. A library with a small large-print collection in a community with a stable, aging population may want to buy more large-print books, for example. A science collection with relatively few titles less than one or two years old probably needs updating.

By talking to other stakeholders, library planners can add to the strength and reliability of their plan as well as obtain buy-in from the public. There is an endless list of individuals and groups that might be consulted as part of a basic planning process. Which ones you choose will depend on your particular situation.

Suggested players include:

- The mayor and city council (or equivalent)
- Municipal employees such as an economic development officer, senior center director, or recreation department director
- Representatives from the PTA, teachers, Board of Education
- Representatives of active service groups such as Elks, Rotary, or Lions
- Representatives of other social/service organizations such as those representing growing minority populations
- Representatives of the religious community
- Current library users
- Those not currently using the library

You get the picture. The more people you talk to about the community, the more information you will have to create your strategic plan.

Gathering Information

Probably the most common mistake library planners make when consulting the community in preparation for a strategic plan is to ask people about the library. Neophyte planners ask what library services people are looking for. The real purpose of consulting all of these community representatives is to find out about them—what they are doing and what is important in their lives and work. The library staff and board are the experts in the broad array of possible library services. It is up to the experts to be creative in proposing new services or changes in services to meet emerging needs. The mayor and city council may be interested in developing tourism in a community, but they may never think

of the library as a vehicle for collecting and disseminating local information of interest to tourists. If you ask someone what the library should be like, they will answer based on their preconceptions about what a library is. Instead, inquire about community needs and then apply library resources to fashion the services to help the community fill those needs. There are a variety of ways to ask this large array of players about community needs. One of the simplest but most effective is simply to invite them to the library or a neutral site and talk to them. Find someone who is experienced in conducting focus group interviews. Construct one or more groups built around particular interests or an important segment of your community, such as the needs of children in the community or the needs of immigrants. Assist the interviewer in eliciting the opinions of interested parties regarding what is important to them.

Library planners often gather information by means of surveys. If you decide to use a survey, consider the following:

- What is the specific question you are trying to answer? What hypothesis are you testing?
- Don't ask questions simply for the sake of asking. If you ask whether the respondent went to college, for example, how will having the information affect your investigation?
- How will you use the information?
- Will your survey reach the target audience? Surveys done in the library are useless for learning the needs and opinions of nonusers. Current library users do not necessarily represent a cross section of the community.
- How will your survey be distributed?
- How will your survey be tabulated?
- Do a pretest. Make sure that your respondents have the same understanding of the questions you do.

Again, consider enlisting the help of someone experienced in writing and conducting surveys before you get started. This doesn't have to cost anything. You may find a volunteer at a local chamber of commerce or a nearby university, or a local resident may be willing to help who has conducted surveys as part of his or her business. If you write your own survey, at the very least have someone critique it for

you. A poorly executed survey can have less value than no survey at all. It may even lead you to opposite conclusions from those you might have reached otherwise.

Outline of the Strategic Plan

Okay, you've gathered all your information. What do you do with it? A simple plan might be organized like this:

Introduction: Discuss the planning process: Who are you? What are your library and community like? How did you find this out? Who did you consult? How did you consult them? What did you find?

Mission Statement: What vision of the community are you trying to support? What is the library's role in supporting that vision? What is the reason the library exists?

Service Responses: What are the specific services you will offer and, why?

Activities: Under each service, list the particular activities that will be carried out and what you intend to accomplish. How do these activities relate to the mission of the library?

Evaluation: How will you measure the impact these services are having on the target population? How do you know if you are doing it right? What are your alternatives if you are not?

The specific time frame your plan should cover will depend on how ambitious your plan is, or how many activities you hope to carry out. There is no magic formula that dictates that your plan should last five years, three years, or even one year. Do what makes sense for your library and your community. The most important thing you can do is to be adaptive.

Plan Follow-up

Follow your plan and revisit it along the way. Make sure it is taking you where you want to go, and revise it as necessary. At the end of the planning cycle, when all evaluations are in, start over. Create a new plan and perhaps go a little farther in your information-gathering process.

Use the Strategic Plan every year to set goals for the Library Board.

Other Specialized Plans

- Technology Plans
- Facilities Plans
- Disaster Plans
- Americans with Disabilities Act

In addition to general strategic planning for the entire library, you may also want to consider planning projects focusing on special issues such as technology or disaster preparedness.

Because new technologies can greatly expand the services and resources offered by a library, it is important that all libraries be involved in some type of technology planning.

Most libraries will rarely experience a severe emergency or natural disaster, but it is best to be prepared, just in case. Fires, floods, tornadoes, and hazardous material accidents can endanger lives, and it is important for libraries to have plans and/or policies in place for dealing with these types of emergencies. It is also important for staff to be trained to handle emergencies properly, including medical emergencies.

Plans and/or policies can also be established to prepare for recovery of library materials after an accident or disaster.

Sources of Additional Information

Nelson, Sandra. *Strategic Planning for Results*. Chicago, IL: ALA, 2008.

Disaster Preparedness Clearinghouse web site

<http://www.ala.org/alcts/resources/preserv/disasterclear> developed by the Association for Library Collections & Technical Services, a division of the American Library Association

Western New York Disaster Preparedness and Recovery Manual for Libraries and Archives, Third edition 2003, Western New York Library Resources Council

<http://www.wnylrc.org/documentView.asp?docid=35>

Conservation OnLine (CoOL), *Disaster Preparedness and Response* (at

<http://palimpsest.stanford.edu/bytopic/disasters>)

Reed, Sally Gardner; Kalonick, Jillian *The Complete Library Trustee Handbook*. New York: Neal Schuman 2010

Chapter 6:

The Library

Director

In this Chapter you will learn about:

- ✓ The role of the library director
- ✓ Hiring a library director
- ✓ Evaluation of library director

Role of the Library Director

The Library Director is responsible for the overall operation of the library including personnel, collection development, fiscal, physical plant and programmatic functions. The director also acts as a technical advisor to the board. A detailed chart of the roles of the director versus the board role is included in Chapter 1.

PLANNING

The library board is ultimately responsible for long-range planning; the director is responsible for carrying out the plan. Through the planning process the board may decide that the library needs to expand its programs and services. Your library director has the authority and responsibility to manage the programs.

ORGANIZING

A library director must organize an internal structure for delivery of library services. Board members may give input about what kinds of staff positions are necessary, yet, as the manager, your library director should be able to create the kinds of positions and internal structure he or she deems necessary.

Chapter 6: The Library Director

STAFFING

The library director is in charge of hiring, firing, evaluating and disciplining all staff members.

DIRECTING AND LEADING

A library director motivates and leads the staff. He or she should inspire, give direction and communicate with them. Board members direct and lead ONLY THROUGH the director.

OPERATIONS

The library director monitors and controls the internal operational activities of the library. For instance, the board approves the annual budget, but the director makes the day-to-day decisions about how the budgeted monies are spent.

Hiring the Library Director

The single most important decision of the library board is the selection and appointment of the library director. Finding and retaining a good library director is vital to creating excellent library service for your community.

When the need first arises to find another director, the board should use the opportunity to assess the qualifications and skills they will be looking for in the person that will lead their library in the coming years.

The library board is urged to contact the Connecticut State Library for assistance soon after it is determined that a new director search will take place. The following resources also may be helpful:

A two-page check list on hiring a library director.

[http://www.webjunction.org/documents/connecticut/Checklist for Hiring a Library Director.html](http://www.webjunction.org/documents/connecticut/Checklist%20for%20Hiring%20a%20Library%20Director.html)

A Workbook: Selecting a Library Director, developed by Friends of the Library Development and Services Library, St. Paul, Minnesota. This workbook gives detailed instructions on the process and includes sample forms that may be used or modified as needed. We highly recommend studying this closely.

http://www.webjunction.org/content/dam/WebJunction/Documents/connecticut/DLD_General>Selecting%20a%20Lib%20Director.pdf

If there is a gap between when the current director will have left and when the new director is appointed it will be necessary to appoint an acting director and to work closely with that person on an ongoing basis to assure smooth operations.

The following is a list of steps that the Board should undertake when hiring a director.

1. Review the library's mission statement, long-range plans, and short term goals.

Are they still valid? Make adjustments as needed. Consider any changes in the community that will necessitate any changes in the library mission and direction.

2. Conduct an exit interview with the current director, if possible.

3. Discuss vacancy with the municipality if the situation warrants.

4. Review the current job description and amend as needed.

Do not simply use the job description of the outgoing director. The board may wish to redefine the job, elevate the position.

5. Review skills and abilities the new director should possess to best achieve the board's goals for the library.

Solicit input from staff, Friends and other stakeholders. Some of these might be:

- Experience in particular areas such as administration, outreach, programming
- Ability to work with library boards and government officials
- Supervisory ability
- Fiscal skills including budget preparation, administering within a budget
- Policy development
- Customer service
- Leadership
- Dependability
- Management skills
- People Skills
- Good writing and oral communication skills
- Interest in furthering library development

This analysis should result in clear written documents that define the job and desired qualifications.

6. Budget for the expenses the board will incur for any consultants, ads, travel.

7. Set a competitive range for salaries and benefits to be used in the selection and hiring.

The board may wish to consult the State Library's Statistical Profile of Connecticut Public Libraries as a useful tool in evaluation of an appropriate salary range. <http://www.webjunction.org/partners/connecticut/ct-services/stats.html>. The board may also wish to consult with municipal human resources.

8. Draft the Job Description.

Write a clear job description stating the specific duties of the library director. An abbreviated form of the job description may be used in the job advertisement. Trustees should draw up a list of desirable qualifications that can be used to compose a job announcement such as:

- General education and professional training
- Previous library administrative experience
- Minimum qualifications
- Managerial skills and previous supervisory experience
- Special qualifications required to assist library in automation, or introducing new technologies
- Include information on the following:
 - Area of responsibility for director
 - Specific duties
 - Salary and fringe benefits
 - Period of probation
 - Desirable areas of expertise

For examples of job descriptions in Connecticut Public Libraries see:

http://www.webjunction.org/documents/connecticut/Sample_Job_Descriptions_from_Connecticut_Public_Libraries.html

9. Form the Search Committee.

The full board should appoint a search committee who will initiate the search, conduct the interview and selection process, and present a final candidate or candidates to the full board. Besides trustees, others should be considered to serve on this committee. For example, a town or municipal official, a respected community representative, a librarian from a neighboring library and other local partners.

10. Advertise.

Advertise the job opening to as many candidates as possible. Qualified staff members should be encouraged to apply, and the board should stress that the goal is to select the best person for the job. All applicants should receive

consideration and due process in accordance with equal opportunity laws. Read ads published by other libraries and compose a carefully worded ad based on the job description. Specify a deadline for the application and designate one person to receive applications. Request that a resume and reference be submitted. For a list of places where a library board in Connecticut may wish to advertise see:

http://www.webjunction.org/documents/connecticut/Library_Director_Search.html Also use word of mouth by advertising among friends and colleagues to spread the news of an available position.

11. Affirmative Action.

Libraries must abide by federal and state laws that prohibit discrimination in relation to hiring, promotion and all other working conditions of employment. It is illegal to discriminate on the basis of sex, race, creed, religion, age, country of origin, individual life style and physical handicap. Policies should demonstrate that the library board makes every effort not to discriminate. Library boards have the responsibility for determining deficiencies in their policies and adopting corrections. It is important to tie the skills and qualifications closely to the job requirements to be sure you are not disqualifying any candidate unfairly.

12. Evaluation of Applications.

The committee should develop and follow a process for choosing the best applicants who will be interviewed. It is helpful to develop a uniform evaluation form and scale for evaluating resumes based on the qualifications being sought.

13. Supply candidates who will be interviewed with additional information about the library. This would include a current description of the community demographics and a copy of the library's Long Range Plan, Policy Manual and the latest Annual Report.

14. Interviewing and Selection.

Develop an evaluation sheet to be used by each member of the interview committee to note the candidates' responses and members' impressions. Allow time between interviews to complete evaluation sheets.

The questions asked of each candidate must be identical and asked in the same order. This not only helps protect against illegal questions, but it also helps to focus the questioning on pertinent questions relating to the applicant's job-related abilities and to compare applicants when the interview process is completed. Follow-up questions are allowed if the clarification is needed.

Freedom of Information Act, FOIA

Under the FOIA C.G.S sec 1-225 "*The meetings of all public agencies, except executive sessions, as defined in subdivision (6) of section 1-200, shall be open to the public.*" However sec 1-220(2) states "*Meeting*" does not include: Any meeting of a personnel search committee for executive level employment candidates;" Thus, meetings of the personnel search committee do not have to

Chapter 6: The Library Director

be open to the public. For other implications of FOIA see also *Evaluation* section below, (page 6-9).

Illegal questions

During the interview, there are specific questions that are considered discriminatory and which the board is not legally permitted to ask.

- Marital Status, sexual preference, maiden name, spouse's name or occupation
- Nationality, citizenship, religion, age, height, weight
- Age of children, arrangement for care of minor children
- Plans to have children, in good health, pregnancy, smoking, physical defects, illnesses, unless related to ability to perform; psychiatric hospitalization
- Military experience, type of discharge
- Arrests, felony or misdemeanor convictions other than minor traffic violations
- Candidate for public office; membership in a labor organization

15. Interviews Completed.

Check the references of top candidates. Usually this is done by phone. A form should be used to record the responses to be later shared with the full committee. The search committee selects the best potential director through adequate discussion, consensus and ranking the candidates based on the resume and application, interview evaluations and references. They then present the top candidates to the full board for the final approval. Some libraries prefer to narrow the candidates down to the top two or three and have the Board choose the final candidate after another round of interviews. The board then decides on a salary offer including any relocation expenses if necessary.

16. Final Steps.

Telephone the top candidate to offer the position. Give the candidate a reasonable deadline to respond with a decision.

Follow up with an information letter and/or contract specifying details of the appointment, duties, salary, benefits, evaluation, starting date, probation period if relevant, etc. Include a second copy for the candidate's signature and identify a return date.

Write all the other candidates interviewed, thanking them and informing them of your

decision ONLY AFTER written acceptance has been received and the new director is in place. If the candidate declines, move on quickly to the second choice.

17. Welcoming the New Director.

News releases and photographic coverage should be arranged. An open house or reception hosted by the board of trustees is a courtesy. Orientation by board and staff is to be conducted.

Evaluating the Director

The time and energy spent on the evaluation process is the cornerstone of future library services. There are several good reasons for carrying out a review of your library director:

- A review provides the director with formal feedback on his/her job performance.
- A review can be a tool for motivation, encouragement, and direction.
- A review can provide the board with valuable information about the operations and performance of the library.
- A review can help to establish a record of unsatisfactory performance if there is ever cause to discipline the director or terminate employment.
- A review can give the board and the director a formal opportunity to evaluate the job description and adjust it as necessary.
- A review can assure that the director and the board are working towards the same goals for the library.
- A formal, written evaluation of the director should be done annually.

In addition, for the board and director to work well together ongoing, timely feedback and discussions will allow attention to be focused appropriately throughout the year. Problems are best brought to the attention of the director as they occur, rather than stored up for the annual review. Success, accomplishment, and simple hard work or dedication should be acknowledged as it is observed as well as at the annual review. No one should be surprised at the formal evaluation.

Who Carries Out the Review?

Though it is the board as a whole that is responsible for oversight of library operations and the activities of the library director, often boards decide to delegate the task of developing a preliminary evaluation of the director to a

Chapter 6: The Library Director

personnel committee or specially appointed committee of the board. Whether the whole board takes part or a committee does the work depends on the makeup of the board and the time available to board members. Any experienced managers or human resource professionals among its members may be good choices.

The key here is consistency and deciding ahead of time who will take part. At any rate, the entire board should review, discuss, and approve the final written evaluation.

How to Conduct the Review

At the beginning of each fiscal year, the board and the director should mutually develop goals, objectives with time lines and the criteria upon which the evaluation will be based. Consider, for example, the job description, the mission statement, long and short range goals, and expected personal characteristics.

Establishing objectives can be an exercise in creativity in searching for new ways to improve the library. A form should be developed that evaluates the achievement or roadblocks to meeting these goals.

The board may wish to gather input from staff, Friends, other stakeholders, but beware that any discussion between board members and staff members should be previously agreed to by the director. Such evaluation questions should be in the same format as used to gather feedback from board members.

At the same time the board makes its evaluation, the board may ask the director to do a self evaluation. The ensuing conversation can then be more useful.

Once the evaluation is written up, copies are to be distributed to all board members and the library director. Then a conversation between a board representative and the director will take place, allowing a meeting of minds and, perhaps, adjustments to the evaluation document and/or job description. If issues arise, ask for the director's input on how to proceed.

Remember to provide praise and encouragement for successes and corrective actions for weak spots as needed. For each weakness, suggestions for improvement are in order.

The director should have the opportunity to respond in writing to reviews placed in his or her permanent file. Written comments should always be part of the permanent record with a copy kept at the library. No performance review should ever be placed in a personnel file without the knowledge of the director.

The director should sign the review indicating that he or she has been given the opportunity to read and discuss the evaluation. Signing a review should not be construed as agreement.

Freedom of Information Requirements

Board meetings at which the evaluation of the director is discussed may be held in executive session unless the director requests that it be an open meeting. The Freedom of Information section of the CT General Statutes, sec 1.200(6) state that "*Executive sessions*" means a meeting of a public agency at which the public is excluded for one or more of the following purposes: (A) Discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee, provided that such individual may require that discussion be held at an open meeting;..."

For more information on this requirement, please consult the Freedom of Information Commission at: <http://www.ct.gov/foi/>

Follow Up

Soon after the review, the board or designated committee should have a planning session with the library director to develop the basis for the following year's review.

For further guidance see the Tip Sheet Evaluating the Library Director from the Association of Library Trustees, Advocates, Friends and Foundations:

<http://www.ala.org/ala/mgrps/divs/altaff/trustees/tipsheet/s/tipsheet6.pdf>

Chapter 7:

Fiscal

Responsibilities

Here, you will outline what your audience will learn in this chapter or section:

- ✓ Fiscal Responsibilities of Trustees
- ✓ The Budget Process
- ✓ Sources of Funding

Fiscal Responsibilities of Trustees

Public library trustees are responsible for the securing and supervision of library finances. Neither the trustees nor library directors can be expected to be lawyers or accountants, but they should be knowledgeable enough to be sure requirements are fully met. While the trustees have major responsibility for planning, budgeting and securing funds, the board should delegate the handling of day-to-day financial operations of the library to the director.

Trustee Responsibilities include:

- Knowing the library's financial base and local, state, and federal allocating authorities for library funds
- Familiarizing oneself with supplementary sources of revenue
- Understanding the financial needs of the library's operation
- Obtaining funds needed for maintenance, growth, and expansion
- Understanding the basics of legal requirements and reporting requirements for library funding
- Managing trusts and endowment funds when appropriate

The Connecticut State Library can provide guidance on regulations and practices affecting library finances. Additional assistance may be provided by state and national professional associations. (See Chapter 11 Helpful Resources.)

The Budget

Budget preparation is a cooperative process involving trustees, the library director, library staff and municipal officials.

The library director is in the best position to gather budget information, understand the budget needs of programs, and then do the balancing act with available funds. Thus the library director is responsible for the preparation of the initial budget request.

Library board members will need to know the programmatic goals of the budget and understand the justification for the amounts. To have that kind of knowledge, trustees should be involved in budget development, not just in review and approval.

The budget should have a philosophy - a kind of mission statement which explains its purposes, especially if there are new programs or heavy emphasis on a phase of service. Funding agencies need to know what the library does, and the budget should supply a summary of proposed activity. Trustees can make the budget process a realistic spending plan for a year of advancement toward the goals and objectives of the library.

The actual budget comes last, after all the discussion, planning, and decision-making. The actual budget document will not reveal the depth of debate, the weighing of priorities and the difficulty in dropping good ideas. The board's records should show some of the thinking that has gone into final figures.

Characteristics of a Good Budget

There are four practical characteristics that your budget document should include:

- Clarity
- Accuracy
- Consistency- providing period to period comparisons
- Comprehensiveness

Line Item and Program Budgets

Line item and program budgets are two of the most popular styles of budgets. The line item budget is organized by categories or lines of expenditures, and shows how much is spent on the various products and services that the library acquires. The program budget, designed to assist with planning, is organized around service programs (such as children's services, young adult services, reference services) and helps the library board and director see how much is spent on these individual areas. Items within each program budget are usually arranged in a line item style, so that the individual categories of expenditures for each program are also presented. It is helpful if the library budget includes both line item and program presentations.

Operating vs. Capital Costs

Operating activities are ongoing expenditures for the operation of the library and can be anticipated from year to year. Included as operating expenditures are staff salaries and benefits; books and other media acquired for the library; heating, cooling, regular cleaning and maintenance of the building; and technology.

Capital activities, in contrast, are those that occur irregularly and usually require major purchases. Some require special fundraising efforts. These would include new or remodeled library buildings, major repairs to the building, major upgrades of technology.

Operating and capital activities should be separated for reporting purposes.

Income vs. Expenditures

Income should be broken down by the source of the funding—for instance, municipal appropriation, state aid, grant projects, gifts and donations, fines and fees. Expenditures should be shown in categories (or lines) representing similar kinds of products or services; for instance, wages, benefits, print materials, audio and video materials, telecommunications, staff and board continuing education.

Municipal Accounting vs. Library Accounting

In Connecticut, library board control over finances varies. Some boards have complete control over the budget while in others the municipalities have final control. In some cases library boards must deposit most of their funds with their municipality. Since the municipality holds the funds, it will also keep records of how those funds are used. This municipal accounting should be available to the library board regularly. Even though your municipality performs this accounting function, it is advisable for the library to be knowledgeable about the status of the budget.

In addition, there are types of funds (gifts, bequests, devises, and endowments) which can be managed directly by the library board; if the board chooses to manage these funds it must, of course, keep records for accountability.

The Budget Process

Role of the Library Director and Finance Committee

- Develop the budget calendar with key dates for completion, definition of tasks and assignment of responsibility. Begin 3 to 6 months before.
- Review long-range plan, goals and objectives carefully.
- Evaluate the prior year's actual line or program costs. Did last year's budget decisions accomplish the goals set?
- Conduct preliminary discussions with trustees, staff, government officials and public. Consider new programs requested by staff. Project anticipated expenditures.
- Make preliminary decisions on library priorities. Project next year's problems and anticipated revenues. Develop next year's salary budget now.

Role of the Library Director and Staff

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

Role of the Finance Committee

Analyze and review budget draft. Prepare to explain and to interpret it in terms of community needs and expectations.

Along with the library director, present budget draft to full board to study, scrutinize, and amend, if necessary. The full board adopts the final budget.

Presenting the Budget

The approved budget is then submitted to the local governing body for action along with the budgets of other municipal agencies. Trustees should be involved in presenting, explaining, and supporting the library budget that was approved by the library board.

Once the funding level is determined, adjustments may need to be made.

As the year progresses, further adjustments may be requested by the library director to respond to actual events.

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

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

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

Publicizing the Budget

- Tell the community what the current funding level will accomplish. Inform the community about the value received from library funding. It is important to be familiar with [Sec. 9.369b](#) of the Connecticut General Statutes regarding expenditures of municipal funds to influence votes on the budget.
- Let the public know how cuts, if any budget, may have affected your program.
- Use publicity to inform the community about valuable services being provided by the library: brochures, newsletters, newspapers, and community meetings. Post information on your library's web page.

Budgeting is a continuous process. As soon as one year's budget is approved by the governing body, facts and figures must begin to be assembled for the next year.

Implementation of the Budget

For libraries formed under Connecticut General Statutes 11-20 and 21, the library board has ultimate budget authority; however, all boards should be familiar with the budget. All trustees have the responsibility of setting priorities and securing funds; the director and staff have the responsibility of implementing the funded program to meet the needs of the community.

Following are best practices of budget implementation:

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

The board controls and monitors library finances by:

- Careful development and approval of the budget.
- Review and approval of all library expenditures.
- Review and monitoring of periodic financial statements.
- Development of policies for finances and the handling of gifts and donations.
- Accurate and complete financial reporting.
- Careful attention to internal financial controls and audits.

To oversee the finances adequately, the board should study financial statements carefully, ask questions, and be sure that they understand any unexpected or unusual expenditures or budget developments.

Handling Gifts and Donations

The requirements for the handling of gifts and donations depend on the specific situation of each library including whether an association or municipal library, the existence of a library Friends organization or a foundation. However, all boards should adopt a gifts and donation policy. Examples may be found at:

[http://www.webjunction.org/documents/connecticut/Sample Policies from Connecticut Public Libraries.html#Donations](http://www.webjunction.org/documents/connecticut/Sample%20Policies%20from%20Connecticut%20Public%20Libraries.html#Donations)

Every library should undergo an annual audit to assure that financial matters are being handled responsibly. Municipal libraries will have their accounts audited along with other departments. Association libraries may ask to be included in the municipal audit or budget for an outside auditor to conduct an annual audit. All library audits are public records and must be publicly available. The library board should examine audit reports and carefully follow any audit recommendations.

Sources of Library Funding

Public Funding

Public libraries in Connecticut are funded primarily by various mixtures of local, state, and federal monies. Public libraries receive the majority of their funding from local tax support, while state and federal income provides much needed supplemental funding. Many libraries also rely on funding from private sources. Some libraries enjoy substantial endowment income. It is the board's responsibility to identify and actively pursue funding sources, and to present a budget request to the funding body. Each trustee should feel personally responsible for obtaining the best possible municipal appropriation for the best library services.

Trustees may need to look further for the discretionary monies needed, and turn to other means of financing.

Friends Organizations and Individual Donations

The local Friends of the Library organization is often a steady source of donations for special projects.

Libraries have historically been beneficiaries of funds from individuals, corporations and foundations. Faced consistently with budgets that do not sufficiently cover the library's services, trustees ought to consider how additional funds can be made available.

Grants

Grants can be an excellent source of supplementary funds for special projects, but should never be used to justify reducing or replacing the community's commitment to public funding.

Grants are available from a variety of sources, including foundations and governmental entities. The Connecticut State Library maintains a list of possible grant sources and training opportunities at:

<http://www.webjunction.org/partners/connecticut/ct-services/grants.html>

The State Library also maintains an Additional Grants for Libraries Blog at:

<http://variousgrants.blogspot.com/>

Subscribe to the blog to receive announcements of grant opportunities. Usually, grants are for new programs. Libraries must be careful to analyze the commitment involved in a grant. Are there strings attached? How do they fit into the board's priorities and the library's mission?

Federal Funds

Federal funds come primarily from the Library Services and Technology Act (LSTA), administered by the U.S. Institute of Museum and Library Services an independent Federal grant-making agency dedicated to creating and sustaining a nation of learners by helping libraries and museums serve their communities. The use of LSTA funds in Connecticut is administered according to the State Library's *Five Year Plan*. A portion of the federal funds coming to Connecticut are made available as subgrants to local libraries under categories called for in the *Five Year Plan* and approved each year by the Advisory Council for Library Planning and Development. Information on these grants may be found at:
<http://www.webjunction.org/partners/connecticut/ct-services/lsta.html>

Information on other federal grant opportunities may be found at:
<http://www.webjunction.org/partners/connecticut/ct-services/grants.html>
<http://www.grants.gov/>

Fundraising Activities

For a detailed discussion of fundraising, see the Chapter 9.

Chapter 8:

Advocacy

Coming Soon !

Chapter 9: Fundraising

In this chapter you will learn about:

- ✓ Developing a strategic approach to fundraising
- ✓ Resources to assist with fundraising

Introduction

For many governing boards fundraising is not part of the job description. However, if you are a non-profit organization it is a major role for the Board of Directors. Library Boards must ensure the fiscal health of their library and often that means that fundraising is increasingly part of their job description. In difficult economic times fundraising might be essential to maintain programs and services. While visits and circulation typically increase funding usually decreases. When economic times improve fundraising can allow your library to become extraordinary and will assist you in fundraising during other times when the funds are needed to maintain operations.

A recent study¹ funded by the Bill and Melinda Gates Foundation, explored the attitudes and perceptions about library funding in order to evaluate the potential of a large-scale marketing and advocacy campaign to increase public library funding in the U. S. Among the findings were the following:

- Library funding support is only marginally related to library visitation.
- Perceptions of librarians are an important predictor of library funding support.
- Voters who see the library as a 'transformational' force as opposed to an informational source are more likely to increase taxes in its support.

1. Perceptions of libraries and information resources : a report to the OCLC membership.
Principal contributors, Cathy De Rosa ... et al. ; c2005. ; OCLC, ;
<http://www.oclc.org/reports/2005perceptions.htm>

With this in mind it is easy to see that fundraising is intertwined with the mission of the library and patron satisfaction and should be part of the overall strategic planning of your library, including circulation, technology, collection and programming policies.

Strategic Approach

By using a strategic approach to fundraising the library board's effectiveness and efficiency will be increased. The strategic approach includes:

- Defining your goals
- Developing your team
- Identifying your stakeholders and evaluating your targets
- Developing your message
- Determining your plan of action
- Evaluation

Defining Your Goals

Donors will not give to an organization with poorly defined fundraising goals. Start by asking basic questions that will help your Board decide why and how funds will be raised.

- What are we trying to accomplish?
- How much money is needed?
- Is it for a single use or an on-going need? (Capital, Programming, Operating Expenses, or Endowment)
- What is the time frame in which the funds are to be raised?
- How will the library distinguish itself from other fundraisers?
- Who are potential donors?

Once these questions are answered the Board or the Development Committee should put the goals in writing, making sure each has the following components:

- SPECIFIC: Describes what you want to accomplish with as much detail as possible.
- MEASUREABLE: Describes your goal in terms that can be clearly evaluated.
- REALISTIC: Make sure the Board is capable of reaching the goal.

- STATED COMPLETION DATE: Determine an end date, break longer term goals into shorter objectives with completion dates.
- RESPONSIBILITY: Determine which Board, Staff or volunteers will be responsible for completing each specific goal and/or objective.

Sample of written Goals and Objectives:

Goal/Objective	Time Line	Committee	Completed
1) Fundraising needed to complete the 2012 expansion.			
a) Assess plans and determine exact amount needed.	March 2010	Development/ Building Committee	
b) Establish a detailed plan for completing fundraising that includes a time-line and forecast of funding.	April 2010	Development	
c) Develop and Send Community Mailer.	May 2010	Development	
d) Create a list of Potential Grants with application information including dates and contact information.	June 2010	Grants	

Developing your Team

To be successful at your fundraising the Board will need to have the right people on the team. It starts with leadership of the committee. Below are some characteristics of successful fundraising chairperson:

- Goal and task-oriented
- Strong attention to detail
- Organized and able to meet deadlines
- Leadership skills
- A positive attitude—someone who believes that goals can be accomplished

Chapter 9: Fundraising

- Able to recruit committee members and work with library director.
- Good Communication skills—oral and written.
- Ability to make the necessary time commitment.

Once the leader has been determined, the team should be appointed. Each Board must follow the By-laws and Town/City Charter for your individual Library in determining who is eligible for serving on your Development Committee. If it is possible going outside the Board for volunteers may make it easier to find the skills you will need on the committee. In addition, recruiting volunteers from throughout your community will increase the circle of influence. That is, members from outside the normal list of those that work with the library will open up new opportunities available for fundraising. Below are some additional characteristics and responsibilities to consider:

Fundraising Committee Characteristics:

- Well versed in the library's Mission and current fundraising goals
- Able to coordinate with library staff to plan, execute, complete and evaluate fundraising activities and special events
- Able to identify and cultivate potential donor opportunities
- Able to make the time commitment to attend meetings, events, and community outreach functions
- Able and willing to ask for donations
- Willing to contribute

Identifying your stake holders and evaluating your Community / Audience

Evaluating the community will give information on sources of funding and may provide direction for fundraising activities. This information is also useful for long range planning and programming. Begin with a simple demographic analysis that would include, population, number of households, income per household, number of students, education level, age break down, number of tax payers, lists of businesses, and percentage of library card holders (active/inactive). Much of this data is available at www.census.gov. In addition the town clerk's office and the local board of education can also provide additional information. Once you have a basic knowledge of the demographics of your community, you can develop your plan using this information. Individuals give money to organizations that do something of interest to them. Make note of interests and trends. Statistical information that help tell your library story may be found at: <http://www.webjunction.org/partners/connecticut/ct-services/stats.html>.

Developing your message

The core message is dependent on your goals and your audience, which have already been determined. All team members should know and understand the message which can be fine-tuned for different groups. The following may be included in the message:

- What will be accomplished with the funds raised?
- Why it is important to the community/audience. That is, why is it important to the person receiving the message?
- What is the impact if the goal is not achieved?

Some organizations develop a Case for Support. This includes all the reasons that a potential donor may have for giving to your library.

Determine your plan of action

After completing the definition of goals, developing your team, identifying your stakeholders/evaluating your targets, and developing your message, it is time to execute the plan. Strong leadership and good time management are needed to move forward at this point. Many committee members do well with the planning and evaluating phases but struggle with taking action. The action steps are called the objectives. Return to your Goal Setting worksheet and add specific objectives/tasks that will help you meet each goal. The development committee should charge specific individuals with specific objectives that are to be completed within a certain time frame.

The development committee may want to set up the following sub-committees to assist with the division of tasks:

- Personal Solicitations. This sub-committee will ask individuals for donations. All board and committee members should be asked if they have personal connections to those targeted for personal solicitations. They may not be comfortable making "the ask" but can provide an introduction.
- Grants. This sub-committee will research and apply for grants from government entities and private foundations.
- Events. This sub-committee is responsible for events ranging from dinner/dance with silent auction to plant sales. This committee should be working with the Friends of the Library to coordinate activities. The public will not easily distinguish between the groups.

These sub-committees should meet regularly and review goals/objectives and time frames. Each sub-committee should have a regular meeting schedule. Each sub-committee member should leave with a task list to be completed by the next meeting. The sub-committee should hold each member accountable for completing these tasks. An example of this is to add a task list to meeting minutes; which should be completed and distributed to each member within a few days of the meeting.

DURING A SOLICITATION VISIT TO A POTENTIAL DONOR, BE SURE TO:

1. Ask for the gift.
2. Ask for a large enough gift.
3. Listen-avoid talking too much.
4. Determine why this individual is interested in giving.
5. Ask intelligent and considerate questions.
6. Emphasize benefits that giving to the library will bring the donor.
7. Be flexible by offering alternative ways of giving.
8. Have prearranged signals between visiting team members.
9. Ask for the gift toward the end, not at the beginning.
10. Remain silent after asking for the gift.

Source: Massachusetts Public Library Trustees Handbook

Evaluation—Measuring Success

The ultimate measure of any fundraising effort is whether the money needed has been raised. However, regular evaluation will assist the Development Committee to meet the intended objectives during the process. There are a number of ways to successfully evaluate development activities:

- Events/Meeting Summary: After each event or meeting with a potential donor identify what worked and what could be improved.
- Goals/Objectives checklist: Determine if the you are meeting the goals in the time frame that has set. Then ask why. Why are we accomplishing certain goals and can we apply these successes to areas that may not be working as well.
- Financial Review: Determine what is being spent on fundraising activities and what the return of these activities is. Activities that cost a lot and do not contribute significantly to the end goal must be re-evaluated, re-designed or discontinued.
- Committee/Member Review: Determine if committee members consistently completed tasks, contributed to the committee, and had the resources needed. Be honest. Do you need more or fewer members? Can tasks be re-aligned for better success?

Resources

General Fundraising

- Simone Joyaux. Provides information on fund development, board and organizational development, and strategic planning.
Simonejoyaux.com
- ALA Frontline Fundraising Toolkit. The guide covers the basics of annual funds, memorials and tributes, online giving and planned giving. It will also teach you how to deepen relationships with your donors and move your donors from being one-time givers to long-term library supporters.
<http://www.ala.org/advocacy/advleg/frontlinefundraising>
- www.afpnet.org: The Association of Fundraising Professionals. Click on the Resource Tab. CT Chapter, contact [Debbie Morelli](mailto:Debbie.Morelli@sobon.net) at debbie@sobon.net.

Grants

- Grant information from the Connecticut State Library including federal, state and private grants. Includes an "Additional Grants" blog.
<http://www.webjunction.org/partners/connecticut/ct-services/grants.html>
- Federal Government Grants [Grants.gov](http://www.Grants.gov)
- The Catalog of Federal Domestic Assistance, searchable full-text on the Web is the primary source of information on federal grants and nonfinancial assistance programs. <http://www.cfda.gov>
- FirstGov for Nonprofits, portal for nonprofit organizations to information about federal grants, loans, and other assistance.
www.firstgov.gov/Business/Nonprofit.shtml#grants
- Foundation Center This gateway presents information about the grant seeking process, private funding sources (including national, state, community, and corporate foundations), guidelines on writing a grants proposal, addresses of state libraries with grants reference collections, and links to other useful Internet websites. www.foundationcenter.org

Chapter 10: Continuing Education

Here, you will learn:

- ✓ Need for trustee continuing education
- ✓ Continuing education providers
- ✓ Organizations for professional involvement

Trustee Continuing Education

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

Continuing education opportunities are available on the national, state and local level to offer support to both new and experienced trustees. There are approximately 61,000 public library trustees in the United States, with over 2,500 representing Massachusetts. By sharing information, discussing common problems and planning strategies for the future, trustees can most effectively fulfill their responsibilities.

Orientation for new trustees is the beginning of this process, and are dealt with in Chapter 1.

Sources for Continuing Education

One of the most effective means of keeping your skills and knowledge current is to join the Association of Connecticut Library Boards (ACLB) and participate in their workshops and conferences.

Chapter 10: Continuing Education

The Association of Connecticut Library Boards was established in 1965 to achieve the following goals:

- Broaden trustees' knowledge through workshops and other activities to enhance awareness of current developments in the library field
- Improve communication and cooperation between member boards, individual trustees, and other library related groups
- Act as liaison among boards and provide for cooperation and planning
- Provide trustee leadership on matters of regional and national concerns
- Participate in the advocacy process to secure strong local, state, and national support for public libraries

The Connecticut State Library has a formal agreement with ACLB and finances a part of the ACLB Continuing Education Program.

Visit the ACLB website at: www.aclb.org for information on their latest training opportunities.

Join ACLB's listserv to receive notifications of events and stay current with any legislative and other statewide news. <http://mylist.net/listinfo/aclb-trusteetalk>

Trustees are encouraged to join and attend meetings, workshops and conferences of the following organizations:

Connecticut State Library (CSL) www.cslib.org and
[http://www.webjunction.org/partners/connecticut.html/](http://www.webjunction.org/partners/connecticut.html)

Connecticut Library Association (CLA) www.ctlibraryassociation.org/

Connecticut Library Consortium <http://www.ctlibrarians.org/>

Friends of Connecticut Libraries (FOCL) www.foclib.org/

New England Library Association (NELA) www.nelib.org/

American Library Association (ALA) www.ala.org

United for Libraries: Association of Library Trustees, Advocates, Friends and Foundations <http://www.ala.org/united/>

ALTAFF Trustee Academy
http://www.ala.org/united/trustees/trustee_academy/
Online training for library trustees

Other continuing education ideas

Short continuing education sessions can be held during library board meetings. This is a way to reach every trustee on the board and a way to involve the board in brainstorming or problem-solving discussions on issues that may be important to the library. The chapters that make up this handbook can be used for short continuing education sessions held during regular or special board meetings. The meeting agenda should alert board members that a particular ACLB Handbook chapter will be reviewed at the next board meeting. Each board member should read the chapter in advance of the meeting and bring to the meeting any questions or thoughts concerning the issues raised by the Handbook. Perhaps a board member (especially one with experience on the topic to be covered) or the library director or a library system staff person could volunteer in advance to lead the discussion.