

Oklahoma **Library Trustee** Handbook



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Dear Library Trustee,

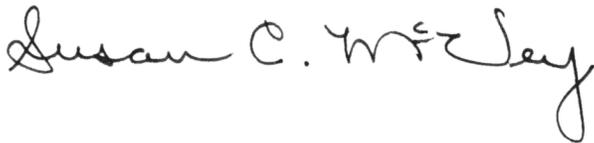
Congratulations on your selection as a public library board member! Public libraries build communities, increasing the quality of life for residents. It is a great honor and a great responsibility to serve on the board of a public library. Public libraries support early literacy to help children be ready to succeed in school, help library customers find jobs and start businesses, provide information on how to maintain and improve healthy lives, and serve as a central gathering place in the community for residents to participate in lifelong learning.

Public libraries, working with limited resources, have a challenging mission to be responsive to the needs of their communities. Public libraries must also strive to serve the variety of cultures, interests, and ethnic groups represented within their communities. Your perspectives and guidance will help the library prioritize the many demands on its staff and services. The 21st century is requiring new skills and a commitment to continual learning to be competitive locally and globally. To build your community, you need a vibrant public library to help library customers, schools, and employers be successful.

The Oklahoma Department of Libraries is charged by the Oklahoma legislature to work closely with Oklahoma's public libraries to support, supplement, and improve the service to local communities. Because library board members are an integral part of public libraries, we hope this trustee manual will provide important information to you on your role as a library trustee, your legal responsibilities, powers and duties, and the support systems available to you.

You are not alone in your work as a public library trustee. The Oklahoma Department of Libraries has staff dedicated to serving your public library and helping you as a library board member. Please contact us if we can be of service.

Sincerely,

A handwritten signature in black ink that reads "Susan C. McVey". The signature is written in a cursive style with a large, stylized 'S' and 'M'.

Susan C. McVey
Director

Introduction

In 1996, the Office of Library Development produced the *Oklahoma Library Trustee Handbook*. Since that time library services have changed significantly and the need for an updated version is apparent.

The purpose of the 2013 *Oklahoma Library Trustee Handbook* is to give trustees a basic understanding of their responsibilities and authority. It contains useful information about policies, board/director relationships, funding, intellectual freedom, library laws and many other topics.

Library trustees will continue to be confronted by daunting problems and exciting possibilities. Their response will determine the future of libraries and library services for the people of Oklahoma.

Acknowledgements

With special thanks to the State Libraries of Wisconsin and Utah for allowing Oklahoma to borrow freely from *Trustee Essentials: A Handbook for Wisconsin Public Library Trustees* and the *Utah Public Library Trustee Manual*. We also want to thank those staff members of the Oklahoma Department of Libraries who assisted with editing and production.

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Chapter 1

Trustee Job Description

Qualifications

- Serious commitment to being a library trustee
- Serious commitment to the provision of library services within your community
- Ability to attend regularly scheduled board meetings and be an active member of the board
- Willingness to become familiar with Oklahoma library laws, standards for libraries, and the principles and practices that ensure the library provides broad and equitable access to knowledge, information, and the diversity of ideas needed by community residents
- Commitment to freedom of expression and inquiry for all people

Activities

- Attend scheduled meetings. Meetings are held at least quarterly and often more frequently. Be prepared. Read the agenda sent in advance and give thought to the items included. Review notes from previous meetings. Be ready to listen, contribute, take notes, make decisions and follow up.
- Get to know your fellow trustees—not just their names, but who they are—their interests, concerns, motivations. Team building begins by knowing your teammates.
- Get to know the library director. There must be a high level of trust between those who govern and the person who manages the library. Board members and the director form the board team.
- Recognize that this job deserves your very best effort. Although serving in a volunteer capacity, the governance of the library demands time and effort to do the best job.
- Continue to learn about libraries. Take part in board development opportunities, library conferences, and by reading pertinent literature about library services and governance of libraries.
- Be an ambassador for the library. Share the good news about services and resources available to the community at the library. Speak up for the library to neighbors, local civic organizations, local and state government officials.

It is a privilege to sit on a board that makes decisions affecting the lives of people who use the library now and those who will benefit from good library service far into the future. Becoming a good trustee is an acquired skill that must be learned, practiced, and regularly updated.

Chapter 2

Library Boards in Oklahoma

Public libraries in Oklahoma are the responsibility of local government. As organizational entities, Oklahoma public libraries currently fall into three categories: city, county, and system.

City or County Libraries

City libraries are established by city ordinance. The library is supported by city sales tax, and other general revenue sources, and governed by the city council with recommendations from the library board. The legal services area is the city limits of the municipality. (Appendix O)

County libraries are usually city libraries to which the county has given some funding to provide countywide service.

City and county libraries can be called 'unaffiliated' libraries. This means that they are not affiliated with a library system; they are independent, stand-alone libraries.

City or county public libraries are established by an ordinance adopted by the city council or county commission. The ordinance becomes the 'law' under which the library operates. The public library ordinance addresses such things as the required qualifications for trustees and their powers and duties. The *Oklahoma Statutes* (11 O.S. §31–104) address the powers and duties of library trustees by stating that "the library board shall have control and supervision of the library, may appoint a suitable librarian and remove the librarian, subject to approval of the municipal governing body, fix any fees to be charged and have such other powers as may be provided by ordinance." Statutes also state that a city may appoint from five to nine board members, who serve staggered terms of three years

Boards that serve city or county libraries at the discretion of the municipality or county commission are **advisory** boards. Advisory boards have no legal responsibility except those granted by local government. Advisory boards usually make recommendations and act as a liaison between the library, local government and the community. They are charged with monitoring library operations and advising on such things as policies, plans, personnel, and the budget. Most city and county library boards are advisory. *Oklahoma Statutes* (11 O.S. §31–102) state "the municipal governing body may, in its discretion and by ordinance, place the management and control of the public library under a library board of directors."

The power and authority of these library boards in Oklahoma may fall anywhere along a continuum from advisory to governing. A board's authority is determined by the city ordinance or by the understanding established over time between the board and the city council or county commission. It is important that the board understand where its authority lies on that continuum. As board members and government officials change over time, it is necessary for both groups to work to maintain such understandings and communicate them clearly.

System Libraries

Library systems are established by a vote of the people, supported by property tax millage of from one to six mills per county, and are overseen by a system governing board appointed by the county commissioners and the cities in the system that have a library. There are two single county library systems and six multi-county library systems in Oklahoma.

Public library systems in Oklahoma have **governing** boards that are legally responsible for the control and management of the library. These boards have broad administrative and policy-making duties that are specified in the *Oklahoma Statutes*. (65 O. S. § 4–105) Governing boards have more power and authority than advisory boards and can make decisions about library services rather than simply make recommendations.

According to *Oklahoma Statutes* system boards can:

- operate and maintain a system and adopt the necessary rules and regulations
- erect, operate, and maintain public library buildings at more than one place
- accept transfer of any existing public library or libraries by lease or other conveyance
- acquire books, materials, and vehicles for libraries
- appoint a librarian for the system
- enter into agreements with school districts
- apply, contract, receive, and take advantage of funds which may be available
- accept or decline donations
- administer the expenditure of funds
- prepare an annual budget and file it with appropriate agencies
- borrow money
- establish a schedule of fees
- acquire, accept, hold, and convey real property and legal title to interest in real property
- purchase, lease or otherwise acquire land or buildings
- sell and dispose of system property

Note that there are different types of ad valorem library systems that can be created by voters according to *Oklahoma Statutes*—Multi-County, City-County, Metropolitan, and Single Country. Refer to appropriate statute if you are a trustee of a library system.

Chapter 3

Board Composition and Bylaws

Composition

Citizen boards oversee public libraries. Citizen oversight partially isolates the operation of the library from political pressure—an important concern especially in the development of your library’s collection and policies. Public library collections and policies have traditionally supported the ideals of freedom of expression and inquiry without any partisan or political pressures. Citizen control helps your library support these ideals.

Another traditional public library ideal is that the library serves *all* members of the community equitably. A citizen board representing a cross section of the community should help your library do that. A library board composed of members with varying backgrounds and perspectives can contribute to the success of the library.

It is appropriate for the library board to suggest potential appointees to fill upcoming vacancies on the library board. When developing a list of candidates for appointment, keep in mind the importance of having a board that is representative of the entire community and any special need for added expertise on the library board.

The appointment, composition, and terms of office for city and county library boards must be in accordance with their individual ordinances. Single county and multi-county systems board makeup must follow *Oklahoma Statutes*. (65 O.S. §4-103 to 205)

If the library has a website, state law requires that public bodies make available on the website the names of members of governing bodies and “such other information about the members as the public body may choose to include.” (74 O.S. §3106.2C)

Bylaws

Building a strong library board does not happen by accident. It takes time, patience, good business practices, and team effort. Well crafted bylaws help provide for the smooth and effective functioning of a library board. The bylaws are a set of rules that define operational procedures. The bylaws of a public library board must not conflict with federal or state laws or local ordinances. Boards should review bylaws annually and amend them as necessary.

Sample bylaws (Appendix N) content:

- The name of the board
- Membership: appointments, terms of office, compensation, removal, and vacancies
- Meetings: attendance, schedule, special meetings, agendas, notices, minutes, quorum, laws, parliamentary procedure
- Officers
- Committees: standing, nominating , ad hoc
- Duties
- Director

- Conflict of Interest
- General

When crafting your library board's bylaws, great care must be taken when developing new bylaws or amending existing bylaws. Bylaw language must be clear and unambiguous. If your board wants to develop new bylaws or amend existing bylaws, it is recommended that a special committee be appointed to develop drafts for full board review. To change your bylaws, you must follow any procedures required by your current bylaws. Library staff may review drafts of new or amended bylaws.

Chapter 4

Board Responsibilities

Unaffiliated Board Responsibilities

Oklahoma Statute (11 O.S. § 31–101, §31–108) designates the responsibilities of unaffiliated or municipal library boards. The six areas of activity the law relates to are: organization, meetings, budget, finances, staff, and administration. (Appendix K)

Organization

- Board elects the chair, secretary, and such other officers deemed necessary by the board
 - Secretary signs and board approves minutes of meetings
 - Chair creates and appoints standing subcommittees for personnel, budget, and finance
 - Ad hoc committees may be created as needed

Meetings

- Board decides on time and place for meetings in accordance with the city's library ordinance
- The library director files a list of meeting times and places with City Clerk and with the Oklahoma Department of Libraries
- Public notice of the date, time, place, and agenda of the board meeting must be physically posted outside the board's meeting room 24 hours in advance of the meeting. If the library has a website, state law requires a public body to also post the agenda and other information there. (74 O.S. §3106.2A)

Budget

- Budget and finance subcommittee prepares a budget in conjunction with librarian
- Entire board discusses and approves the budget which will be presented to the city official overseeing the library and then to the City Council for approval
- Board involvement may vary by municipality

Finances

- Library director informs the board of library expenditures.

Staff

- If the municipality allows, board members can be involved in appointing and evaluating the director.

Administration

- Adopts policies after review and discussion
- Reviews established policies to determine if the library is protected, as well as fairly and equitably serving the community

Chapter 5

Organization

The function of library board officers is to keep the group on task, maintain the proper procedures, encourage discussion, and facilitate good decision making by the group. Board officers serve as leaders for the board. (Appendix N)

Boards grow from different traditions and have different ideas about the type and number of officers they need. A particular board may have some or all of the officers described here. The job responsibilities of board officers may also vary from board to board.

Board officers, particularly the chairperson's position, should be respected by the rest of the board, must be willing to give extra time necessary to carry the extra duties of the office and must have strong leadership skills. Officers should also be board members with some experience on the board. If you are asked to be a candidate for a board office, consider carefully if you have the extra time, as well as the leadership skills, to do the job well. A good way to maintain an effective board is to do your own self-evaluation. This can be done as an individual or as a board. (Appendix P)

Chairperson

Most board leaders are referred to as either the chairperson or the president of the board. In Oklahoma, chairperson is the more commonly used term. The board chair has equal power with that of any other board member. Any power exercised by the chair alone must be granted first by the full board.

The chair works with the director to plan the meeting agenda and the manner in which the meeting will be conducted. The chair keeps an overall view of the board's and library's yearly activities and ensures that the board is completing duties mandated by board policy or law.

The chair must ensure adherence to the agenda and completion of items on the agenda. He/she must also ensure fair participation for all board members and fair exposure to all sides of an issue. The chair must keep the meetings moving forward in a professional and timely manner and move the board to action on the issues.

The chair traditionally has the power to appoint board members and others to committees, with board consent. To do this well, the chair must have a clear understanding of each board member's skills, strengths, and interests so that appropriate assignments can be made. It is also the chair's responsibility to make sure that committee assignments are clear and to hold the committees accountable to do the job assigned. The chair may be an ex-officio member of a committee.

The board must always function as a team and it is the duty of the chair to promote teamwork among board members. On occasion it may be necessary for the chair to mediate and counsel fellow board members if the board fails to function as a team.

Vice-Chairperson

The vice-chair of the board traditionally serves as the backup for the board chair. However, the vice-chair is usually assigned additional specific duties, such as chairing a committee, taking charge of board development activities or preparing for special board events.

The vice-chair must work with the chair to stay current on library business and board operations, so that the vice-chair can assume the chair's duties, if the chair cannot carry them out. The vice-chair is often

considered the logical successor to the chair when the current chair vacates the position and is often referred to as the chair-elect.

Treasurer

The treasurer of the board is responsible for review of the expenditures, presentation to the full board of the library's budget and financial condition, and acceptance of the expenditures if prescribed in the board's bylaws.

Secretary

Because the size and complexity of library business has significantly changed, so should the traditional role of board secretary. All board members should participate in deliberations. Since it is difficult for the board secretary to participate in board business and take minutes at the same time, the secretary's responsibility can be shifted to the library director acting as secretary.

Chapter 6

Meetings

Board members do not have authority as individuals. A library board committee cannot act on behalf of the full board. Only actions approved by the full board have legal authority. Likewise, individual board members and board officers can perform official actions on behalf of the board only with specific authorization from the full board. Normally, a majority of the membership of a library board constitutes a quorum, but the library board may establish its own definition of a quorum (the minimum number of members that must be present to conduct business) in its bylaws. (Appendix N) In the absence of a quorum, the board can meet, listen to reports, and discuss business but cannot vote on any measure.

Legal responsibility for overall library operations rests in the library board, not individual trustees. Therefore, it is important for the board chair to use leadership techniques that promote group decision making on the part of the entire library board, not decision making by a few board members or the library director, or any other individual.

Only legally appointed library board members can vote on board matters. Some library boards may consider certain officials *ex officio* board members, such as the library director or city manager. However, no other government official or person who is not appointed to the board is legally authorized to vote on library board matters.

Open Meeting Laws (Appendix I)

The library board's work is done in board meetings and committee meetings. What takes place in board meetings can make the difference between an effective or ineffective board.

Any meeting of a public board in Oklahoma is subject to the Open Meeting law, *Oklahoma Statutes (25 O. S. § 301 et seq.)*. Public libraries, like other tax-supported agencies, operate in the best interest of the public. The Open Meeting law requires that all meetings be held in public. This law is designed to protect the public from secret dealings by public agency boards. Public notice of the date, time, and place of regular meetings, or rescheduled or reconvened meetings, must be posted at least 24 hours before the meeting. This statute is protection against abuse of public power. The Office of the Oklahoma Attorney General provides free training for the public on Open Meeting and Open Records law designed to assist public bodies to conform to the law. The Oklahoma Press Association issues the publication, *Oklahoma Open Meeting & Open Records Book*, which includes the complete text of the Oklahoma Open Meeting and Open Records laws, as amended, as well as court rulings and Attorney General Opinions.

It is sometimes difficult for board members to conduct a meeting and speak candidly in the presence of the public or media representatives. Board members may feel that they must be responsive to those listening, and the result can be deliberation that seems aimed more at the audience than at the rest of the board team. Some board members may be so intimidated by an audience that they don't speak, and all sides of an issue may not be considered.

Attempting to circumvent the Open Meeting law is illegal and unnecessary. The board can function well in the open and within the law. The Open Meeting law will be easier to live with if you consider the following:

- Keep in mind that a board member has been chosen to represent a large number of people. The people who show up at a board meeting usually represent a small percentage of constituents and should not have an undue influence on a board member's actions.

- Have a clear policy about regulating the activity of people who attend board meetings. If there is a public forum section of the agenda, it should be short and have strict rules for those who speak to the board. Board policy should state the time limit per person for public comment, that the board will listen, but will not respond during the meeting to those who speak during the open forum. This is a time for listening, not debate. If there is need for response from the board, it should come later, when the board has had time to deliberate the issue, seek more information, or take recommendations from the director.
- Understand that your board meeting is a meeting conducted in public, not a public meeting. In other words, the public and possible media representatives are there to watch the board work, not to participate in the board meeting.

Members Meeting Responsibilities

- Attend all meetings
- Prepare well for meetings
- Take part in all discussions
- Cooperate with fellow board members to make meetings work
- Understand the basics of parliamentary procedure, as well as any state laws that apply to your meetings and then adhere to those laws
- Learn traditional meeting practices of the board and follow them
- Practice the art of compromise
- Practice the art of listening and merging your comments with those of the other board members
- Work toward consensus on issues
- Focus all deliberations on the ultimate mission of the library and the best interests of those you serve
- Publicly support board decisions

To establish a businesslike tone, members should arrive early to make sure that the meetings begin promptly at the scheduled time. Arriving on time for meetings demonstrates respect for other board members who have also made the effort to be on time. Study the agenda and determine how much time might be needed for each item. Let board members know how long the meeting is expected to last and then try to end on time.

Preparation for Meetings

To a great extent, the work done before each library board meeting will determine the effectiveness of the board.

The board chair and library director need to work together in preparing materials to be sent out to board members before each meeting. Typically, the library director will contact the library board chair to discuss planned agenda subjects (including any items required because of previous board actions). The chair is given the opportunity to add agenda items. Board members wishing to have an item brought before the board should contact their board chair. An annual library board calendar can help ensure that your board will meet important deadlines.

The library director is usually delegated the responsibility for drafting the agenda and other materials to be included in the board mailing. Those materials should include minutes of the previous meeting, the financial report, expenditures if reviewed by the board, a detailed agenda, and any other background materials needed to adequately inform the board. Providing detailed written information to the

board before meetings allows board members time to consider carefully the issues to be discussed. In addition, mailing written reports to the board prior to the meeting (such as the director's report and any committee reports) will save valuable meeting time for board questions and discussion.

Board members can contribute best if they have taken the time to adequately study the agenda and background materials before each meeting. (Appendix M)

Procedures

Use **parliamentary rules**. Meetings should be conducted according to established parliamentary rules, such as *Robert's Rules of Order* (www.robertsrules.org). This set of rules is intended to establish a businesslike and courteous tone, allow for ample discussion of the issues, protect the right of all board members to be heard on the issues, and enable the chair to maintain control of the discussion. When in doubt about how to proceed, the board should consult the parliamentary guide specified in the board bylaws.

The board must make sure the information and tools they need are available.

Establishing **ground rules** in the board bylaws helps the board avoid facing the same questions and issues over and over. They provide consistency and order. They provide rules for participation, like time limits for speakers and how to decide issues when there is disagreement. They answer such important questions as what constitutes a quorum, how often the board meets, who takes the minutes, etc.

The board chair should follow the rules and the agenda, move the discussion along, keep on track, encourage all to participate, review and clarify when necessary, and be fair. Make assignments clear. Any action assignments should be reviewed and clarified at the end of the meeting so there is no doubt what is expected of whom and when it is due.

It is okay to be assertive, but also be polite and considerate. No one member should dominate the meeting.

Follow up with copies of the minutes sent to each member. The chair should check periodically to see that action assignments have been completed.

The **minutes** of the meeting, after approved by a formal vote or by consensus of the board, are the official legal record of what happened at the board meeting. The Oklahoma Open Records law (51 O.S. § 24A.1–et seq) (Appendix I) ensures access by the public to this record of board actions, with the minutes serving as an important communication between the board and constituents. This law allows for the public to have access to the following: board meeting minutes, names and salaries of library employees, library policies, records of income and expenses, and additional information. The board should establish a procedure for handling requests for information keeping in mind the Oklahoma Confidentiality laws. (51 O.S. § 24A.7–11 & 65 O.S. § 1–105) (Appendix D) If the board is unsure of how to respond to a request for information, it should contact its city attorney or other legal counsel for clarification. The Oklahoma Department of Libraries may be an additional resource.

A board member should ask the board to correct errors in the minutes before the board accepts the minutes as a record of the previous meeting. Detailed views about an issue or the board member's reason for voting a certain way should not be recorded in the minutes.

During the meeting, members will hear **reports** from the director, the staff and probably from committees. The reports provide the background and information the board needs to carry out its overall duties and deal with the issues on the agenda. Sometimes, reports will conclude with a recommendation for board action. These reports should be sent out in the agenda packet, so that board members have

an opportunity to read them in advance and are prepared to take action at the board meeting. Those presenting reports will simply highlight information, clarify items, and answer questions.

A **motion** is a formal request for the board to take action. Motions usually come from either committee reports or library director recommendations, but board members may make motions at any time, in accordance with the parliamentary procedure. To make a motion, the member addresses the chair and says, "I move that" and states the action he/she wishes the board to take. The board chair does not make motions. Most motions require that another board member support the request for action by seconding the motion.

After the motion is seconded, it is restated by the chair. The board then begins discussion of the motion. Some motions, such as the motion to adjourn, do not require discussion. After a motion is made and seconded, the board can freely discuss all the pros and cons of an issue. All members of the board should try to keep the discussion moving toward a decision.

Once the motion has been discussed thoroughly, the chair will call for a vote on the motion. In all meetings of public bodies, the vote of each member must be publicly cast and recorded. (25 O.S., § 305) A vote may be taken by roll-call, by show of hands, or by saying 'aye' or 'nay.' Votes will be recorded in the minutes.

It is appropriate for a member to abstain on a motion only when there is a conflict of interest on the issue before the board. Members are required to vote or state why they are abstaining. Once a vote is taken, the chair will declare that the motion passes or fails. Upon completion of an agenda item, the chair moves on to the next item.

Some issues should be assigned to board **committees** for study with the expectation that a recommendation will be made to the full board. Committee work is a good place for members to offer any special expertise they may have, but service on committees is not limited to the experts. Committee service is one way to learn more about the library. If the committee system is well defined and the committees are being held accountable, the board should receive regular reports from each committee. The committee reports should explain what the committee has been doing for the board and make recommendations for board action. The board may have standing or permanent committees that are described in the bylaws of the library and function year round. As certain important issues arise, the board may appoint temporary 'ad hoc' committees to study those issues for the board.

Although many committee recommendations will be accepted by the board, the board must not feel an obligation to accept all committee recommendations in total. A committee recommendation is not a 'sacred cow' to be blindly accepted by the board. Committees are given the charge to study and recommend, not make board decisions.

Decision Making

Keep in mind that legal responsibility for board operations rests in the library board, not individual trustees. The chair's leadership skills and techniques should promote effective group decision making on the part of the entire board, not decision making by a few members, the director, or any other individual.

Good board decisions are made through a logical, common-sense process that includes pertinent information, expert advice, experience, vision, and exchange of ideas. Board deliberations should follow this process:

- **Define the issue clearly.** Place a motion on the table so that everyone can focus on it. The chair should make sure that all board members understand the intent or meaning of the motion.

- **Look at the information.** Prime sources of valuable information and insight come from the experience of the board and reports from the director, staff, and various committees. Outside experts are also valuable. Board members are not appointed for their expertise and experience in running a library, but rather for their ability to ask the right questions, draw upon their experience and leadership skills and make informed decisions for the good of the library and the community.
- **Consider the alternative.** Approach every issue with an open mind, believing that there is more than one side to every issue. What seems obvious at first may prove to have serious consequences later. Play the 'devil's advocate,' ask tough questions, and encourage others to voice opinions even though they might disagree with the majority. Even a strong recommendation should not be accepted without a close look at the possible alternative—a list of which should be compiled by the director and/or committees.
- **Seek assistance.** The library director should give a recommendation on all issues. Seek assistance from specialists, attorneys, and any other people outside the board who can help make decisions. However, the board has the ultimate responsibility.
- **Consider your mission and long range goals.** Every board decision should be in line with the mission of the library and its long range plan. Every decision made should be for the greatest good for those who use the library.
- **Reach a decision.** Set aside personal bias and emotions and vote for what you think is the best decision for the library. However, you should not vote if you have a conflict of interest. Board members may not always agree on the issue. They are obligated to make their own best individual decision, but must accept the decision of the majority of the board. Many of the decisions of the board will be done by consensus. Consensus means that all board members will live with and support a decision on an issue, even though it may not be each board member's first choice. To reach consensus, an issue is discussed until agreement among all board members is reached. This is a time consuming and difficult method of decision making, but it has advantages over the majority vote. Building consensus avoids splits among board members and forces a board to discuss an issue more thoroughly. Compromise is at the heart of arriving at consensus on any issue.

Chapter 7

Ethics and Conflict of Interest

The public expects that your performance as a board member always be above question and for the public good. It is a good practice for the board to adopt a code of ethics to guide the conduct of its members and review it whenever a new member is appointed. Most boards will rarely encounter situations that invoke ethics or conflict of interest concerns. However, familiarity with local and state laws will alert you to potential problems. Additionally, members should keep in mind the potential damage to the image of the library if any board member or staff member takes an action that appears to involve a conflict of interest.

Ethics and conflict of interest laws are complex, therefore if you have concerns about the propriety of an action be sure to seek advice from the municipal attorney. What if you as a board member have a conflict of interest on an action or issue at a library board meeting? If this occurs, you should not participate in the meeting and you should leave for that portion of the meeting involving discussion, deliberation or vote. The meeting minutes should reflect your absence from that portion of the meeting.

The ALA Code of Ethics applies to trustees. It outlines “the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.”

ALA Code of Ethics

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

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

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

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

- We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
- We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
- We protect each library user’s right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
- We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
- We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.

- We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
- We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
- We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; and January 22, 2008. (Appendix C)

Chapter 8

Administration—Budget and Finances

To understand the budgeting process and approve an annual budget for the library, board members must know where the money comes from and how much revenue they can expect. A good understanding of these sources is important as board members must encourage continued funding and find new sources when needed. (Appendix A)

Public libraries receive funding from city or county revenue streams. Library boards must consider it a primary responsibility to keep informed about sources and types of funding.

Funding

Unaffiliated or non-system public libraries in Oklahoma receive their primary funding from the city's General Fund, which is raised by levying sales tax. A few city libraries receive a small amount of funding from the county. These funds are raised through property taxes or other funding sources such as utility operations.

Since 1968, the Oklahoma Legislature has authorized the Oklahoma Department of Libraries (ODL) to issue state aid payments to public libraries. The allocation from state aid payments is adopted annually by the board of the ODL and varies from year to year. The allocation formula involves a per capita figure and a per square mile figure. In exchange, the library has to meet the Rules and Regulations for State Aid (Appendix L) and agree to serve the whole county without charge. Library boards should be familiar with the Rules and Regulations. State aid payments may be used for library materials, equipment, furniture, salaries, etc. They cannot be used for construction, remodeling, land, vehicles, or items that will become a permanent part of the building, such as carpet or air conditioning. If a library qualifies for state aid, it may then apply for grants from federal funds administered by ODL.

The Library Service and Technology Act (LSTA) authorizes federal aid for all types of libraries and is administered by the Institute of Museums and Library Services (IMLS). The ODL receives annually a LSTA grant from IMLS, with these funds utilized to develop, expand, and promote programs that enhance and improve library services statewide.

Libraries may have a need to seek funding outside the municipal general fund. In order to manage memorials and monetary gifts traditionally received by the library, the board may consider establishing a Friends group. Libraries often encourage citizens to establish Friends groups to promote positive public relations and good will for the library, as well as to raise funds for special projects.

The Friends group may wish to attain 501c3 status from the Internal Revenue Service. Advantages of having this status include: contributions are tax deductible; many donor foundations make awards to non-profit organizations, rather than to a tax-supported entity. The library board can accept outside funds without establishing a foundation, but should consider asking the city to establish a library trust so that the funds can be used as intended. Private foundations, businesses, and corporations may award grants to assist local libraries with programs, services, and building projects. Many times the grants are from local or regional organizations, or businesses that wish to give something back to their communities.

Planning Process

A budget is a plan for the expenditure of funds for the next year to carry out the library's operation. The amount of funds available will dictate the extent to which the library can contribute to its mission.

The board has a clear responsibility to ensure that public funds are used in the best interest of the community and that the library has adequate financing to continue its programs and services. The budget plan should be clear, accurate, consistent, and comprehensive. The board should:

- **Know who does what.** Know who has authority and who does what in the budget planning process. Written policies and procedures should outline responsibilities and roles clearly. The preparation of the budget is a cooperative process involving trustees, the library director and staff, and designated city officials. The director is responsible for preparation of the budget request. The board of trustees is responsible for reviewing and approving the budget to submit to the city for further approval.
- **Understand the planning context.** The budget must reflect the purpose and priorities of the library.
- **Give yourself and others time.** Allow for time to develop the budget and for consideration by the local funding authorities.
- **Question everything.** The budget is a tool for accomplishing specific objectives and should support the library's overall long-range plan.
- **Be realistic.** Understand the climate of the community. Know what to expect by way of library support. Trustees should understand the competing demands of other city departments
- **Seek additional funding.** Boards should look for other funding sources. Not all money must come from local government sources. Grants, donations, and sponsors can be used for one time projects. Boards should look for community support for alternative funding when appropriate.
- **The library is a business.** The library should have a clear mission and be accountable. If the mission states a role the library will play in the community, the budget should support that role.
- **Keep it simple and truthful.** The library and its needs should be easily understood. The board must be mindful of credibility. If the board or the director says something will happen if the budget is cut, they must be sure that it will, indeed, happen.
- **The budget is public information.** The community has a right to know how their money is spent. The budget must be understandable. Use simple and familiar comparisons to illustrate the value people are getting for their tax dollars.
- **Read, listen, and learn.** Learn how other departments and agencies present their budgets. Determine what the funding agency is looking for and what impresses them.
- **Present the budget.** Board must justify the budget (increases and effects of decreases, as well as the budget base). It should be stated why the community needs the service and what is unique about the service. The board should be able to describe the library's contributions and benefits to the entire community.

Budget preparation steps

Activity	Persons Responsible
Develop a budget calendar with key dates for completion, definition of tasks and assignment of responsibilities	Director and staff
Review the library's long range plan, goals, objectives, community needs, economic conditions, and trends	Board, director, and staff
Evaluate programs and services to determine needed changes and the prior year's actual costs	Board, director, and staff

Activity	Persons Responsible
Discuss preliminary budget limits with local government	Director
Make a preliminary decision on library priorities	Board
Develop a draft budget. Balance all figures and show all anticipated revenue and expenditures	Director and staff
Approve or amend the draft budget	Board
Submit budget to local government	Board
Support the budget with appropriate authorities	Board and director

Finances

The board monitors library finances by helping develop, review, oversee, and approve library expenditures to the extent it is allowed by the municipality. The board develops policies for handling gifts and donations.

Expenditures of funds held by the municipality for library purposes are made with actual disbursements by the municipality's fiscal officer. It is important the board remembers that the library is a city department and as such is under the city's procurement, accountability, and reporting policies and procedures. The board should also recognize that the library director is a city department head and needs the board's advocacy and support in budgetary matters.

Chapter 9

Administration—Library Personnel Relations

The working relationships that prevail within the library set the attitudes of the staff, which in turn affect the quality and tone of service offered to the public. Chief among these working relationships is the one between the director and the trustees. Creating a climate of understanding, trust, and cordial cooperation begins with this partnership.

A key to developing a smooth working two-sided relationship is by knowing the personnel responsibilities of both parties.

Board	Director
Employs director, works toward cooperative/supportive relationship, seeks advice and involves director in decision making	Hires staff according to board policy, city policy and employment laws
Evaluates performance of director	Along with city, responsible for safe and organized working environment
Cooperates with local government to provide competitive salaries and benefits for library staff	Prepares annual budget including personnel expenditures
Complies with local government personnel policies. Aware of employment practices laws	Implements board policies, recommends changes when needed, particularly when affecting personnel
Recommends qualified and diverse candidates for the board, notifying local government when vacancies occur	Maintains personnel files, reviews job descriptions and makes recommended changes to the board when needed
Provides continuing education incentives and opportunities, encourages professional development of all staff	Allows and plans for staff training
Advocates for the library and its staff with local city officials and the community at large	Represents the library staff with city
Assures that staff are also evaluated by the director	Supervises, evaluates, and terminates staff according to city policy and employment laws

Your job as a library board member is to make sure the library operates well and in the best interest of those the library serves. The board must hire a qualified director to manage the day-to-day operations of the library. Selecting a competent library director can be the single most important act undertaken by the board. Trustees should be aware of applicable laws and regulations and competitive salaries and benefits. The board should work closely with local government officials to assure good communication and compliance with local hiring rules and regulations.

Hiring the Library Director

Much of the following will be a joint venture with local governmental officials. Determine with your city what they are expecting of your board in the hiring process. If the city gives the board total control, it should follow the following steps.

- Appoint a search and screen committee to develop or revise a draft job description, job ad, etc. The board should clarify with local governmental officials the appropriate roles, responsibilities, and lines of authority for the recruitment, hiring process, timetable, and salary. An exit interview with the outgoing director may be helpful. Consider the activities, responsibilities, and expertise that will be required. List desirable qualifications set by the city, the board and State Aid Rules.
- Since the director is a city employee, it will be up to the city to advertise formally for the position, but the board can also make the vacancy known throughout the community and encourage applicants. An Equal Opportunity Employer statement may be required. Ads should include the job title, duties, qualifications, salary, timelines, and a contact person.
- Agree in advance on the methods for screening, ranking, requesting references, and evaluating the applicants. The board or board committee then checks references of applicants, evaluates qualifications and arranges interviews with promising candidates. A uniform list of questions should be developed for use in the interviews and for contacting references. Be sure to have these questions reviewed by someone knowledgeable about employment and discrimination law.
- Once candidates have been selected for interviewing, notify other applicants of the board's decision. Prepare for interviews. Consider sending background information on the library and community to the final candidates. This should include the library mission, policy manual, goals and objectives and budgets for the last several years.
- Follow the list of questions created earlier with opportunities for additional questions as conversation dictates. Allow enough time for discussion and don't schedule too many interviews in one day. The interview is a mutual evaluation process. The search committee/board should share with all candidates the negative, as well as the positive, aspects of the position.
- After completing the interviews, the board or committee meets to review the interviews and references, discuss responses, and rank the candidates in order of preference. Once a decision is made, the successful candidate is officially notified. A written notice that includes agreed upon title, salary, employment conditions and deadlines is very important. The candidate should also reply in writing. Once the chosen candidate has accepted, other candidates should be notified at once. It is not advisable to give unsuccessful candidates a justification for their rejection.
- Introduce the new director to board members, the staff, appropriate community leaders, and government officials. Arrange news releases and consider a library open house reception. Give the new director background information, policies, budgets, minutes, manuals, reports, etc.
- The length of the probation may be established by the city. A six month to one year probationary period is common and advisable. Midway, a written performance evaluation should be done. Another evaluation is made at the end of the period with a decision to retain or dismiss.

Evaluating the Library Director (Appendix J)

Evaluating the library director is often one of the more difficult tasks faced by a public library board, but it doesn't need to be. It is only difficult when a board is unsure of the process to follow or the criteria to be used to evaluate the job performance of their library director.

There are several good reasons for an evaluation review of your library director. A review provides the director with formal feedback on his/her job performance. It can be a tool for motivation, encouragement, and direction. The review can provide the board with valuable information about the operations and performance of the library. It can help to establish a record of unsatisfactory performance if there is ever a cause to discipline or terminate employment. Lastly, the review can give the board and the director a formal opportunity to evaluate the job description and adjust it as necessary.

There are a variety of evaluation methods with a wide range of criteria. The board should try to develop criteria that is objective and measurable. The performance review should be based on three factors:

- The director's performance as it relates to a written job description
- A list of objectives for the preceding year jointly written and agreed upon by the director and the board
- The success of the library in carrying out services, as well as the director's contributions to that success

There is no perfect evaluation formula. The method devised should reflect local circumstances. Evaluation is continuous, but a formal method usually begins with the director and the board developing a list of performance criteria that are drawn from the job description and lend themselves to objective evaluation. Performance objectives may be identified and negotiated. A rating scale or form may be devised.

After criteria are set, the library director periodically reports to the board on progress toward meeting performance objectives and priorities which may be adjusted according to the library's changing situation. At least once a year, a formal evaluation review is held. This should be done in a positive spirit. If desired, accomplishments and expectations are noted in a written document. The process is repeated annually. It may be repeated more often, if necessary.

The board should reward good performance, or work to correct inadequate performance. If problems arise with the library director's performance during the year, the board should discuss these problems with the director at that time, along with possible solutions. At the time of the annual evaluation there should be no surprises.

Dismissing the Director

Probably the most painful situation a public library board can face is the dismissal of the director. Boards that hire carefully, communicate well, nurture positive working relationships, and evaluate effectively should not have to experience this unpleasant task. However, when problems cannot be resolved and the relationship between the director and the board reaches a point where it cannot continue, dismissal becomes a last resort.

Directors are usually dismissed only after:

- serious infractions of board policy
- violation of the law
- very poor performance coupled with unwillingness or inability to improve

It is important that reasons for dismissal have been established by board policy and are carefully documented. The board has a responsibility to ensure that personalities and biases are not leading factors in any dismissal decision. The dismissal and/or appeals procedure should be described explicitly in the city's personnel policies and procedures. Allow the director a full hearing to discuss specific charges.

A board should not begin a dismissal process unless they:

- understand its implications
- have consulted with the appropriate local government officials
- believe their position is defensible

- have obtained appropriate legal advice from city or county attorneys

Board and Library Staff Relations

The board has no direct responsibility for day-to-day supervision of staff other than overseeing the director. Board members have no authority to issue orders to staff or make demands of staff except through the director. The board has no direct responsibility for assessing staff performance other than the director's.

Only the director reports to the board. The director is responsible for hiring, supervising, evaluating, and if necessary disciplining and dismissing staff. The director is accountable to the board for the performance of all staff. Employees need to clearly understand who gives the orders, who is accountable to whom, and who has responsibility for what. To do that, the board creates clear lines of authority and accountability for employees.

Staff members sometimes go around the director and take concerns and complaints directly to the board or to individual board members. It is the board member's responsibility to remind the staff member about the proper procedure for concerns or complaints. The board does not act on complaints from the staff, except through a grievance procedure that is board policy. Concerns or complaints that come directly to board members should be reported to the director for resolution. The board should encourage retention of good staff by budgeting and advocating for reasonable pay and benefits and by recognizing good staff performance.

Chapter 10

Administration—Policies

Policy making is one of the board's most important responsibilities. Policies are important tools used by library trustees and staff to provide effective service to the community. Policies reflect the library's philosophy of service and explain the reasons for setting rules and limitations. To be effective and justifiable, policies must be well-designed, well-written, and capable of being applied consistently and fairly. (Appendix H)

Why?

Policies guide the daily operation of the library and the decision making of the director and staff. Essentially, policies provide the framework for library operations and services. A library must endeavor to meet public expectations in a consistent manner. A set of well-defined, well-written policies is important to a public library because policies guide trustees and staff in carrying out their duties; help ensure quality service to meet community needs; communicate privileges and duties regarding library use to the public; help ensure fair treatment of all patrons and staff; and help ensure conformity to local, state, and federal laws. Every library needs basic policies to operate.

Who?

The crafting of a new policy is maybe prompted by a particular problem or need brought to the attention of the board by the library director or member of the public. The library director, with staff input, researches and drafts recommended policies. The board discusses, revises if necessary, and approves policies. Once a policy has been created or revised and approved by the board, it is then passed to the city council for approval before implementation. The director then makes sure the staff and public are aware of policies.

The board should review all policies on a regular cycle. The ODL performance measures require each library to review its policies minimally on a four year cycle.

How?

The process of establishing or revising policy is an organization tool rather than a management tool. Policy making provides the trustees, director, and staff with an excellent opportunity to understand the library's community, to evaluate the library's strengths and weaknesses, to reach consensus on the library's purposes and priorities, to clarify and strengthen relationships within the library, and to communicate the library's needs and achievements to the community at large. Policy making that achieves such multiple goals requires board participation.

Policy making begins with a statement of the issue the policy addresses. Key questions to ask are:

- How does this policy contribute to the mission and goals of the library?
- What needs and reasons are there to change this policy or make a new one?

Typically the board will assign a committee to make an assessment of the issue and an analysis of how the problems identified can be treated. This committee may include the director, staff members, and board members. They should consider:

- long and short range effects of enacting the policy

- possible positive and negative side effects
- estimated costs of implementing the policy
 - budget
 - staff resources
 - building and equipment requirements
 - collection implications
 - library perception
 - miscellaneous
- legal implications of enacting and implementing the policy

Once the assessment and analysis are completed, the committee reports to the full board with recommendations, relevant documents to be considered and, if so charged, with a 'draft' policy. The board reviews the committee work and recommendations and makes the decisions that will shape the final policy. The draft is distributed, reviewed, and discussed. The board completes the final draft and formally adopts the policy in a business meeting. At this point, it is then passed to the city council for adoption.

Once the policy is adopted by both parties, it must be introduced to the staff and public. The policy should be published and distributed to all who may be affected or concerned by it. According to the Oklahoma Statute (74 O.S., § 3106.4), public bodies are required to make available on their website, the rules, regulations, and statutes they follow to operate. Policies fall into this law.

It is important for policies to be legal. Illegal policies can open the municipality to liability. There are four tests of a legally defensible policy:

- Policies must comply with current statutes and case law
- Policies must be reasonable (and all penalties must be reasonable)
- Policies must be clear, not ambiguous or vague
- Policies must be applied without discrimination

Many libraries find it is helpful to review the policies of other libraries. Contact libraries in your locality or your ODL consultant for copies of established policies.

Chapter 11

Administration—Intellectual Freedom & Challenges

Intellectual Freedom

Free access to ideas and freedom of expression are bedrock principles of this country. These principles must be upheld for democracy to survive and thrive. Public libraries are institutions dedicated to the ideal of freedom of expression and inquiry. The public library is the provider of access for all citizens to the full range of ideas, including controversial or unpopular ones.

Your library—within the limits imposed by budget, time, and space—seeks to represent the widest range of materials, format, and access to resources so inquiry is encouraged and creativity stimulated. Citizen governance by a library board partially isolates the operation of the library from political pressure. Citizen control is designed to help your library support the ideals of freedom of expression and inquiry, free from partisan and political pressure.

Collection Development

The collection development policy, sometimes called the materials selection policy, should be developed by the board and the library director. The library is a selector, not a censor. A selector believes in the individual's right to examine and evaluate materials and make personal choices; a censor believes in examining, evaluating, and choosing materials for others. This policy supports the right of all members of the community to have access to a wide range of materials, even if that includes items which some people might find objectionable.

A sound collection development policy assures the continuous growth of a collection appropriate to your library's defined mission and goals while recognizing the cultural diversity and pluralistic nature of your community. It is recommended that at minimum, the policy covers the following points:

- purpose and scope of collection (separate adult and children's sections)
- types of materials to be purchased
- staff responsibility for selection; use of professional selection tools
- basis and method of withdrawing and disposing of materials
- acceptance of gift materials (criteria same as selection criteria with staff discretion)
- affirmation of intellectual freedom—endorsement of the Library Bill of Rights, and the Freedom to Read, and the Freedom to View statements issued by the American Library Association (Appendices E, F, G)

Internet Access

While the Internet brings with it a wealth of information to even the smallest library, it also brings challenges. It is recommended for the library's protection that every library develop an Internet "acceptable use policy." When drafting such a policy, you might consider the following:

- Does the library comply with the Children's Internet Protection Act (CIPA)? (www.ala.org/oif)
- Can children use the Internet independently, or do they need parental supervision/permission?
- At what age will children be permitted to use Internet terminals with parental permission?

- At what age is parental permission not necessary?
- Will the library adopt a “code of conduct” that must be signed by all users and by a parent before granting access to a child?
- What are the ramifications of misuse of Internet or hardware?
- How does the library define acceptable Internet activities?
- Will users have to sign up to use terminals?
- Will there be time limits on the use of terminals?
- Will users’ screens be visible to others?
- What does the library do when a user is discovered improperly or illegally using the Internet?
- How will complaints by users, staff or passersby be addressed when sites are perceived as objectionable or illegal?
- How will the library handle access to functions such as e-mail or social networking?

As with Collection Development policies, Internet Acceptable Use Policies are available from other local libraries or through your ODL consultant.

The board should be aware that certain Internet filtering policies have been found by federal courts to violate First Amendment guarantees. However, Congress has passed the Children’s Internet Protection Act requiring library filtering in order to qualify for certain uses of LSTA federal aid and for recipients of funding from the federal E-rate program.

Challenges

As a trustee, one of the most difficult tasks is dealing with an objection to materials in the library’s collection or an objection to library policies. (Appendix B)

If the library faces a challenge, trustees should:

- defend the selection policy
- be sensitive and empathetic
- react in a responsible manner
- consider the rights of the whole community

Having a written policy in place that specifies how complaints will be handled, including a procedure for handling complaints by concerned citizens, is essential. It should be written so that it calls for at least the initial steps of the process to be handled by the staff. In many, if not most, instances the issue can be resolved at that level. However, there may be times when the board becomes involved more directly.

It is important for you as a trustee to be committed to the principles of freedom of expression and inquiry that are fundamental to the role of public libraries. The entire community benefits collectively when democratic institutions uphold the right of access to information. Public libraries are for everyone and for every inquiry, and as such must include materials with varying points of view and a wide range of subjects. Limiting what others may read, see, or listen to in the library setting must be addressed thoughtfully and carefully by those ultimately responsible.

In dealing with challenges it is best to have a prescribed set of steps to follow:

- The library director shall
 - inform the complainant of the challenge process and that he/she has the right to use that process
 - examine the material, reviews, and other information about this item or similar items
 - decide whether the item should be kept, moved to another section of the library, or withdrawn
 - write the complainant with the decision and explanation within a prescribed number of days of receiving the complaint
- If the complainant is not satisfied, he/she can appeal to the board. The board shall:
 - set up a committee with members, library staff, and/or community members to examine the material
 - consider the committee's recommendation
 - hold a public meeting if deemed desirable by the board
 - make a final decision on the material

You should not express your own personal views to an individual citizen. If you are approached as a board member with a complaint or challenge, it should be referred to the director. Your library's policy for dealing with challenges should specify that all deliberations involving trustees will be made at open board meetings. It should also specify that there is an official spokesperson (often the library director or board chair) through whom all information will be given out, especially to the media.

If a public hearing is held, it is important for trustees to listen carefully and not debate during the presentation. They should also defer any decision on the challenge until a later meeting. This meeting should be scheduled soon after the hearing but allow time for trustees to consider the issues that have been raised in a less emotional atmosphere.

It is probable that you will eventually make your views known through a vote that will decide the outcome. This is the time to make a public statement giving the reasons for your vote. Such a statement is not obligatory, but it gives trustees a forum to reiterate the principles of intellectual freedom, and why you do (or do not) support them in this instance. Once the board has decided the outcome, there is usually no further recourse for action by the challenger except a court case.

A formal challenge can be an opportunity for growth for all parties. Having a policy in place that describes the process to be followed and the responsibilities of the various participants in a challenge will make it much easier for you and your fellow board members to deal with attempts at censorship.

Chapter 12

Administration—Planning and Evaluating

Planning focuses on specific community needs the library can address. A good long-range plan is visionary, but it is also based on real community analysis. The challenge is to make a carefully considered written plan. The purpose of planning is to anticipate both opportunities and concerns. Open-mindedness and creativity are paramount in developing a plan which will direct the most effective use of library resources.

Planning involves answering basic questions:

- What does our community look like now?
- What do we want our community to be in the future?
- What is the role/purpose of the public library in the community?
- What do our customers want from us?
- What does success look like for us?
- How will we get there and what is our timetable?
- What staff, collections, facilities, technology, and other resources will we need to achieve our planned goals and objectives?

Every library needs a plan no matter how small or how large the library and the community may be. Size doesn't matter. The Public Library Association has produced a useful tool to help in planning. Called "Planning for Results," it provides a blueprint for creating a vision of the future for a library and the community, along with creating services that will enable a library to achieve its vision. (www.alastore.ala.org)

For novice planners, this process is less important than the fact that planning is carried out. First-time planners often want to follow a simplified process that is less time-intensive. Even a simplified process will help the board and staff to gain vital information as well as the experience and confidence needed to expand the process during the next planning cycle. Your ODL consultant can help in your planning.

The long-range plan for the library benefits from input from multiple individuals. The library director, with help from staff, can be relied on to gather statistics about the community and the library.

- Community information
 - population size categorized by age, gender, racial heritage, etc.
 - existence of large or growing groups of newcomers, new ethnic groups
 - economic factors such as household income and payroll sources
 - educational profile
- Library information
 - services currently being offered
 - usage pattern changes
 - composition of the collection, holdings, etc.
 - age of the collection, etc.

The board should also include participants from the community to strengthen and give credibility to the plan, as well as obtain buy-in from the public. Discuss with the public what you see as community needs and the direction they would like the library take. Potential participants include:

- mayor, city council, economic development officer, other municipal employees
- educational representatives
- service groups representatives
- social organization representatives—such as growing minority populations
- religious community
- current library users and non-users
- age/gender representation

Once you have basic information and have carried out focus group discussion on what is needed, it's time to put your plan together. One of the best ways to gather insight regarding your library is to see how it stacks up with other libraries its size and how it fits into other guidelines issued by the state library. A visit with your ODL regional consultant can give you a strong foundation for services you may wish to establish or alter. The consultant can also supply data relating to other libraries' operations and their long-range planning.

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?
Services	What are the specific services offered 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 and how many activities you hope to carry out. There is no magic formula that dictates your plan should last one, three, or five years. Do what makes sense for your library and your community. The most important thing is to be adaptive. Follow your plan and revisit it along the way. Make sure it is taking you where you planned and revise it as necessary. Are parts of the plan out of date and in need of amendment? Are there new elements that need to be added to the plan? Plans are dynamic documents that need to be changed. While mission statements are not apt to be changed for a long time, services and activities are likely to be altered in the review process. A library should undertake a formal planning process, which completely reevaluates the library and its future on a regular basis.

Chapter 13

Advocacy

Along with the six activities set by state statute, an Oklahoma library board has additional tasks—advocating for the library and planning for the future. Even though the board delegates the actual day to day operation of the library to professional, paid staff, the board never gives up ultimate bottom line responsibility for the success or failure of the library. To manage that responsibility, the board needs to advocate for the library in the community. At a time when costs and demands are rising and public agencies must compete for limited resources, it is crucial that the director, staff, and trustees work together to foster a positive public image for the library. As a board member, you believe that your library is a vital part of the community so you can honestly champion adequate funding and recognition.

Advocate

- Advocacy is a primary role of a library trustee because you have a responsibility for your library's performance and a moral responsibility to **improve its services**. To be an advocate is simply to work for the betterment of libraries—or more importantly for the betterment of library services for citizens. As a trustee, you are in a unique position to be a library advocate and to place your library in high regard with members of your local community.
- One of the main responsibilities of the library board is to obtain adequate **funding** for the library. A hallmark of library trusteeship is to reach out into your local community to advocate for the financial support your library needs. Trustees are most familiar with this kind of advocacy. Trustees also have a role in other types of advocacy, such as in the legislative process or in working with the media.
- As a trustee you must have a deep personal **commitment** to your library and its services. You must have a sense of what you want your library to be in the future and you must be willing to work to move the library forward toward that vision.
- As an advocate you must be willing to **go out** into the community on behalf of the library. All communities served by public libraries consist not only of library users, to whom the trustee must respond, but also of citizens who pay taxes to support the library but may not use it. You must recognize the entire community and be prepared to work with groups as well as individuals. This means more than just waiting for an invitation. It means pursuing opportunities to meet with and speak before community groups and political party organizations. Everyone must be made aware of the important role the library plays in your community.
- As advocates, trustees should **be knowledgeable** about library services so that they can respond to queries and articulate just what the library has to offer. Remember, the reason you were appointed to the board was that you were seen as being able to oversee the library services.
- A successful advocate can **bring new users** as well as new revenues into the library, and an increased awareness of library services.
- A trustee can make an important investment in the library's future by cultivating close, cordial **working relationships** with key government officials. Stay current. Know who the decision makers and influential leaders are. Cultivate relationships and make personal contact. Invite officials to library functions and thank them for their support.
- A trustee will be a **defender** of intellectual freedom, an individual's right to information.

As an advocate, you can influence decision makers by:

- speaking to civic groups about library needs and issues
- talking to friends about the library, its role in the community, and its needs
- writing letters to the editor of the local newspaper
- testifying at local and state budget hearings
- talking and writing to state and federal legislators about the needs of the library
- contributing to a library newsletter that is sent to decision makers.

If you choose to advocate a library-related position not agreed on by the board, be sure to make clear that you are speaking for yourself as an individual, not for the board.

Your work as a library advocate is never done. Each success leads to a new area of effort. Library advocacy does not represent a narrow commitment to a single issue—it's an ongoing commitment to supporting library issues in a wide range of ways.

Glossary

A

Access—Availability of the library and its services to residents of a specific service area. The ability to reach sources of information through a library and links to other sources.

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

Acquisitions—The activities related to obtaining library materials.

ADA—Americans with Disabilities Act, giving civil rights protection to individuals with disabilities; it impacts libraries as service providers and employers.

Advocacy—Contacting local, state, and national government officials to support funding and initiatives which improve libraries. Advocacy/lobbying is a major responsibility of library trustees

ALA—American Library Association, the largest and oldest national library association in the world.

ALTAFF—American Library Trustees, Advocates, Friends, and Foundations, a division of ALA now known as United for Libraries.

AMIGOS—Amigos Library Service is a not-for-profit membership-based organization dedicated to serving libraries

Automation—Use of a computer system for such tasks as circulation, cataloging, acquisitions, and interlibrary loans.

B

Bibliographic Access—A systematic way of organizing materials so they can be identified and found readily by author, title, or subject.

Budget—An overview of library funding prepared annually and approved by the appropriate governing agencies. Categories may include salaries, employee benefits, books and materials, supplies, equipment, utilities, contractual services, and capital outlay.

C

Call number—The classification number on an item of library material used to mark the item, shelve it properly, list it in the catalog, and find it for a user.

Catalog—A list or database of the materials held by a library.

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

CE—Continuing education.

CEU—Continuing education unit.

Censorship—Action taken to prevent others from having access to information; a public objection to words, subjects, or information in books, films, or other media with the idea of depriving others from reading or viewing them.

Certification—Joint voluntary program of the Oklahoma Department of Libraries and the Oklahoma Library Association to provide training for public librarians to increase skills and knowledge through continuing education. Certification is the process to recognize attainment of prescribed levels of education, training, and experience.

Children's Services—Library services specifically designed to meet the needs of children up to age 11.

Circulation—The act of loaning material from the library's collection for use outside the library. This activity includes either manual or electronic checkout of an item to a patron, and also its renewal, each of which is reported as a circulation transaction.

Classification System—A system for arranging books and other materials according to subject or form. The system most commonly used by public libraries is the Dewey Decimal System.

Collection—The total accumulation of all library holdings and electronic resources provided by a library for its clientele.

Collection Development—A term that covers the activities related to the building of a library collection: setting selection policy, assessing user needs, studying collection use, selecting materials, maintaining the collection, weeding, etc.

Copyright—Exclusive rights given to a creator of an original work for a specified amount of time. Libraries have a special interest in fair use of copyrighted material.

D

Database—A collection of information stored electronically for ease of searching and retrieval via computer.

Depository Library—A library which is legally designated to receive free copies of selected federal and state government publications and make them available to the public.

Dewey Decimal System—A subject classification system developed by Melvil Dewey (1851–1931) that divides all knowledge into ten classes arranged in number sequence, and further divided by a decimal system.

E

E-books—A general term used to describe a text or book which is available in an electronic form and is read using a computer or other electronic device.

E-mail—Electronic mail. Messages sent through a communications network from one computer to another.

E-rate—Federal program administered by the Schools and Libraries Program of the Universal Service Fund. It makes discounts available to eligible schools and libraries for telecommunication services, Internet access, and internal connections. The program is intended to ensure that schools and libraries have access to affordable telecommunications and information services.

F

Fair Use—The special conditions (criticism, news, teaching, or research) under which all or portions of a copyrighted work may be reproduced without infringing upon the copyright laws.

Floor Load Capacity—The weight of material that a floor can safely accommodate. Of special importance in areas holding library stacks.

FLSA—Fair Labor Standards Act. Federal law that establishes minimum wage, overtime pay, record keeping, and child labor standards.

FOLIO—Friends of Libraries in Oklahoma, the statewide organization for local Friends groups.

Friends—Local groups organized to support, assist, and raise money for their libraries.

FTE—Stands for "full-time equivalent" which is a standard measurement of staff size, determined by summing the total hours worked per typical week by all library employees and dividing by forty.

Fundraising—The ongoing effort to secure adequate funds for good public library service is a fundamental responsibility of library boards. Tax exempt foundations, endowments, Friends groups, direct mail campaigns, and personal contact are techniques commonly used by libraries.

G

Government Document—A publication bearing the imprint of a federal, state, local, or foreign government.

GPO—The Government Printing Office is the main source of federal government publications.

H-I

ILL or Interlibrary Loan—The transaction in which library material is loaned by one library to another for the use of an individual patron.

ILS or Integrated Library System—A group of automated library subsystems working together and communicating within the same set or system of software to control such activities as circulation, cataloging, and acquisitions.

IMLS—The Institute of Museum and Library Services is the federal agency that administers the Library Services and Technology Act (LSTA).

Institute in Public Librarianship—Series of classes held throughout Oklahoma to be used toward original certification levels, with advanced classes offered for continuing education.

Intellectual Freedom—The responsibility of public libraries to safeguard the free and open exchange of information and ideas by a collection representing all viewpoints, and by providing equal service to all members of the community.

ISBN—International Standard Book Number. A unique identification number printed in books by international agreement.

J-K

Jobber—A wholesale book dealer who supplies many titles from different publishers and sells them to libraries and retailers. Major jobbers serving public libraries include Baker & Taylor, Bro-Dart, and Ingram.

L

LC—Library of Congress, the national library of the U.S. which serves Congress and provides many services to all types of libraries.

Library of Congress Classification System—A subject classification system for books devised by the LC that divides knowledge into 21 subject areas and has a notation of letters and numbers that allows for expansion. It is used primarily in academic and special libraries.

LSTA—Library Services and Technology Act. The law which provides federal funding for various library services. In Oklahoma, it is administered by the Oklahoma Department of Libraries.

M

MLS—Master of Library Science, an advanced degree for librarians.

Municipal Population—The total number of persons who live within the library's legal service jurisdiction, that is, the government unit(s) establishing the public library.

Multi-County Library System—Authority for two or more counties to join together to provide equitable public library service to all persons within the system. Governed by Chapter A, Article 4 of Title 65 of the *Oklahoma Statutes*, systems are established by a vote of the people in the counties, supported by a permanent levy of 1 to 6 mills in order to provide more comprehensive, cost effective, and efficient public library service.

N-O

Nonresident—A library user who lives outside the library's legal service jurisdiction.

OCLC—Online Computer Library Center, Inc. OCLC is a worldwide library cooperative whose public purpose is to maintain and operate a computerized library network and to provide processes and products for the benefit of library users and libraries.

ODL—Oklahoma Department of Libraries. The state library of Oklahoma that serves public libraries and state government.

OIF—Office of Intellectual Freedom, a division of ALA. A resource for information on advocacy, censorship, challenges, legislation, etc.

OLA—Oklahoma Library Association. The state professional association with members from public, academic, school, and special libraries.

OPAC—Online public access computer. A computer-based library catalog.

P-Q

Performance measures—Methods devised for measuring a library's performance, as determined by use of the library's resources and services. Annually each library in Oklahoma is required to collate data for its rotating performance measure.

PLA—Public Library Association, a division of ALA.

PLDC—**Public Library Directors Council**—Organization composed of the directors of Oklahoma public libraries.

Processing—Catch-all term for preparing materials to be made available to the library's users.

Public Access Computer—Any computer or terminal available exclusively for public use in the library.

R

Range—One row of several sections of single or double-faced shelving or bookcases.

Resident—A person who lives within the library's legal service jurisdiction.

RFP—Request for Proposal. The document issued to advertise for vendor proposals, such as automation, equipment, and/or software. Usually the RFP contains detailed specifications of the goods or services wanted.

Rules and Regulations for State Aid—Standards set by the Oklahoma Department of Libraries for the purpose of distributing state aid to qualifying libraries. The amount is calculated on a per capita basis and the area served. Funds are appropriated by the state legislature.

S

Selection—The process of deciding what to buy for the library. Selection is usually based on a policy adopted by the library board, the goals and objectives of the library, use of selection tools, funds available, and the skill of the library staff in responding to local needs.

Service Population—The municipal population plus additional service area population (in OK, county in which the library resides).

Sequoyah Book Awards—A book award sponsored by the Oklahoma Library Association, in which children and young adults vote annually on their favorite book from lists selected by members of the Sequoyah Committee.

Social Media—Term used to apply to the use of web-based and mobile technologies to turn communication into interactive dialogue. Social media is a blending of technology and social interaction. Current examples are Facebook, Twitter, and Flickr.

State Aid—Funding appropriated to ODL by the Oklahoma Legislature annually to be distributed to public libraries that qualify according to the Rules and Regulations for State Aid.

Summer Reading Program (SRP)—Activities and programs that a public library carries out during the summer to promote reading and use of the library by children and teens. ODL provides free materials to libraries each summer.

T-U-V-W-X-Y-Z

Teen Services—Library services specifically designed to meet the needs of teens from ages 12–17 years.

Trustees—A term used for persons who serve on a library board.

Weeding—The selection of library material from the collection to be discarded, sold, or donated because of poor physical condition, outdated content or limited popularity.

Resources

Laws and Regulations Affecting Oklahoma Libraries

www.odl.state.ok.us/lawinfo/laws/index.htm

www.oscn.net/applications/oscn/start.asp —enter citation at “Quick Case”

Oklahoma Department of Libraries—www.odl.state.ok.us

Rules and Regulations for State Aid—www.odl.state.ok.us/servlibs/pdfs/StateAidRulesAndRegulations.pdf

Oklahoma Library Association—www.oklibs.org

Friends of Libraries in Oklahoma—www.okfriends.net

Oklahoma Public Libraries map—www.odl.state.ok.us/servlibs/maps/index.htm

Models of Public Library Service in Oklahoma—www.odl.state.ok.us/vision

Open Meeting Act

www.odl.state.ok.us/lawinfo/laws/citation-order-open-meeting.htm

www.okpress.com/open-meetings-open-records

Open Records Act

www.odl.state.ok.us/lawinfo/laws/citation-order-open-records.htm

www.foioklahoma.org/OpenRecords.pdf

Robert’s Rules of Order

www.rulesonline.com

www.robertsrules.com

American Library Association—www.ala.org

United for Libraries (formerly the Association of Library Trustees, Advocates, Friends, and Foundations)

www.ala.org/united

OIF: Office of Intellectual Freedom (ALA)

www.ala.org/offices/oif

Resources include:

- Challenges to library materials
- Children’s Internet Protection Act (CIPA)
- Code of Ethics
- Control and censorship of the Internet
- Intellectual Freedom Manual and Toolkits
- Notable quotations on the First Amendment and the freedom to read
- Privacy and confidentiality
- State library confidentiality laws
- USA Patriot Act

Planning for Results—www.alastore.ala.org

Additional Reading

Reed, Sally G., and Jillian Kalonick. , *The Complete Library Trustee Handbook*.

New York: Neal-Schuman Publishers, 2010

Appendix A

Budget Terms

Accounts Payable—Payments owed for goods or services received before the close of a fiscal year.

Appropriations (General Definition)—A general term used to denote the amount authorized in the budget for expenditure by an organization.

Budget Modification—Any change to the approved budget during the fiscal year.

Cash Flow—A schedule reflecting projected cash receipts and payments for payroll costs and other obligations to aid in determining seasonal and long-term borrowing needs and investment policy.

Encumbrance—The setting aside of funds pending receipt of goods or services. This represents a legal obligation to pay, as evidenced by a Purchase Order or contract.

Expenditure—The payment of funds appropriated in the expense budget for goods, services or purpose.

Fiscal Year (FY) Budget—A budgeting period of 12 months, either January to December (current year) or July to June (midyear to next midyear). In Oklahoma, most fiscal years run from July 1 to June 30. Federal fiscal years run from Oct. 1 through Sept. 30.

Fringe Benefits—Payments made by an organization to cover pensions, health insurance, and other employee benefits.

General Fund Budget—Fund from which the expense budget draws, and to which revenues are credited. All transactions of the organization not specifically required to be paid into a special fund or earmarked for a specific purpose belong to the General Fund.

Income vs. Expenditures—In both operating and capital budgets, you will need to show income (or revenue) and expenditures. Income should be broken down by the source of the funding (for instance, municipal appropriation, county reimbursement, state aid, grant projects, gifts, and donations, fine, and fees, etc.) Expenditures are shown in categories (or lines) representing similar kinds of products or services (for instance, wages, benefits, print materials, telecommunications, etc.)

Line item budget—A popular style of budget. The line item budget is organized around categories or lines of expenditures, and shows how much is spent on the various products and services that the library acquires.

Municipal Accounting vs. Library Accounting—Since the municipality holds the funds, it keeps records of how those funds are used. This municipal accounting should be available to the library upon request. However, even though your city is performing this accounting function, it is advisable for the library to also maintain its own set of records. This will allow the board and director to know the status of finances in a timely manner and to have a check and balance assuring the municipality is not inadvertently confusing transactions and balances.

Operating vs. Capital Costs—In planning for the financial needs of the library it is important to keep operating and capital activities separated for reporting purposes. Operating activities are those that recur regularly and can be anticipated from year to year. Included as operating are staff salaries, books, and other materials, heating, cooling, etc. Capital activities are those that occur irregularly and usually require special funding and/or fundraising efforts. These would include new or remodeled library buildings, major upgrades to technology, building roof repair, etc.

Requisition—A request or order for something, as supplies.

Revenues—The anticipated revenues in municipal budgets will usually include a detailed account of expected income and the sources from which the income will be derived.

Appendix B

Challenge Document

Complaint/Concern Form

Public Library

Your complaint or concern is about (please check)

Book Audio item Video item

Internet website Library Policy Other

Please indicate (if relevant):

Title/URL _____

Author/Producer _____

What is your concern about this material, resource, or policy?

(Tell us all you can to help us understand your concerns.)

Print your name and address:

Signature _____

I have been given the board approved policy for dealing with written complaints about materials.

Appendix C

Code of Ethics

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

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

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

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

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

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

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

We respect intellectual property rights and advocate balance between the interests of information users and rights holders.

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

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

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

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

Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; and January 22, 2008.

Appendix D

Oklahoma Confidentiality Law

Oklahoma Statutes 65 O.S., § 1-105

A. Any library which is in whole or in part supported by public funds including but not limited to public, academic, school or special libraries, and having records indicating which of its documents or other materials, regardless of format, have been loaned to or used by an identifiable individual or group shall not disclose such records to any person except to:

1. Persons acting within the scope of their duties in the administration of the library;
2. Persons authorized to inspect such records, in writing, by the individual or group; or
3. By order of a court of law.

B. The requirements of this section shall not prohibit middle and elementary school libraries from maintaining a system of records that identifies the individual or group to whom library materials have been loaned even if such system permits a determination, independent of any disclosure of such information by the library, that documents or materials have been loaned to an individual or group.

Appendix E

Freedom to Read Statement

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

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary individual, by exercising critical judgment, will select the good and reject the bad. We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they are prepared to sacrifice their heritage of a free press in order to be “protected” against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

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

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

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

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

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

We therefore affirm these propositions:

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

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

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

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

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

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

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

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

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

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

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

tastes upon the community at large; and by the government whenever it seeks to reduce or deny public access to public information.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive. Further, democratic societies are more safe, free, and creative when the free flow of public information is not restricted by governmental prerogative or self-censorship.

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

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

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

This statement was originally issued in May of 1953 by
the Westchester Conference of the American Library Association and the American Book Publishers Council,
which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953, by the ALA Council and the AAP Freedom to Read Committee;
Amended January 28, 1972, January 16, 1991, July 12, 2000, June 30, 2004.

A Joint Statement by the **American Library Association** and the **Association of American Publishers**

Appendix F

Freedom to View Statement

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

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

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

Endorsed by the ALA Council January 10, 1990

Appendix G

Library Bill of Rights

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

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

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; inclusion of "age" reaffirmed January 23, 1996.

Appendix H

List of Suggested Library Policies

1. Circulation
2. Computer and Internet Use
3. Emergencies
4. Exhibits
5. Materials Selection or Collection Development *
6. Meeting Rooms
7. Patron Behavior
8. Personnel
9. Reference
10. Safety of Children
11. Wireless Internet Access

*Required by Oklahoma Rules and Regulations for State Aid

Appendix I

Open Meeting and Open Record Acts

Oklahoma State Statute

Open Meeting Act (25 O.S., §§ 301 et seq)

- The law applies to all meetings of all library boards. Any time a quorum (majority) of the board meets to discuss library business or a committee is authorized to take action on library business, the public must be notified of the meeting (at least 48 hours in advance), even if it's a committee meeting.
- Annual schedule of regular board meetings has to be filed by December 15th to local officials. This includes the time, date, and place. If there are any changes to this schedule they must be given to the appropriate official at least 10 days in advance of meeting. Special meetings must be announced 48 hours in advance. Emergency meetings must be announced with as much public notice as possible.
- Agendas must list as clearly as possible what the board is going to discuss and what actions the board is going to take. It must be publicly posted at least 24 hours before the meeting.
- The minutes must be kept summarizing what was considered, naming who was present and absent, and listing the roll call votes on all actions taken.
- Executive sessions may only be held to discuss a specific employee, the purchase of real estate, and pending legal actions. The session must be listed on the agenda and the board must vote to enter into the session and vote to reconvene. All votes on actions must be done in open session.
- Library boards must take this seriously. Violations can result in invalidating all actions taken, plus fines and even jail.

Open Records Act (51 O.S., §§ 24A.1 – 24A.9)

The public may request the following:

- Minutes of board meetings
- Names and salaries of library employees
- Library policies
- Records of income and expenses
- Other information
 - if unsure of request, call on the city attorney or the Oklahoma Department of Libraries

Appendix J

Performance Appraisal for Director

(Note: this sample should be adapted to reflect the job description of your director and the needs of your local library)

Job Title: Library Director

Name: _____ Date: _____

Reason for appraisal: End of probation _____ Annual _____ Final _____ Other _____

Administrative Duties

1. Act as the library board's executive officer.
2. Serve as the technical adviser to the board.
3. Implement the policies of the library as established by the board.
4. Prepare the draft of the annual library budget for board discussion and approval.
5. Participate in the presentation of the adopted budget to local officials.
6. Receive and expend library funds according to established guidelines, and maintain accurate and up-to-date records showing the status of library finances.
7. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and applicable city personnel laws and procedures, as well as state and federal law.
8. Prepare library board meeting agendas and necessary reports in cooperation with the library board chair and notify board members of scheduled meetings.
9. Prepare library's annual report and submit to the Oklahoma Department of Libraries. Have board review annual report prior to submission if required.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives. *[Leave space on form.]*

Collection Management

1. Select or direct the selection of materials for all media and all age groups, based on the library's approved collection development policy.
2. Catalog and classify library materials according to accepted standards and maintain the public catalog.
3. Process materials to provide appeal, protection, and control.
4. Develop and maintain a regular weeding schedule.
5. Periodically review the collection development policy and make recommendations to the library board for revisions.
6. Oversee the shelving and organization of materials.
7. Prepare and distribute overdue notices to users with overdue or lost materials.
8. Maintain an accurate and up-to-date database of user registrations and activities.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives. *[Leave space on form.]*

Service and Service Promotion

1. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentation to local organizations or groups on the benefits offered by the library; provision of story time sessions for small children and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
2. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.
3. Prepare news releases and submissions to the media to announce new or special services and events that spotlight the library.
4. Assist and guide local volunteer groups (e.g. library friends) who wish to help with library promotion, fundraising, and enhancement of services.
5. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
6. Maintain records showing all programs offered and number of attendees at each program.
7. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
8. Conduct ongoing evaluations of existing library programs, services, policies, and procedures and submit recommendations for improvement to the library board.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives. *[Leave space on form.]*

Facilities Management

1. Oversee care and maintenance of the library building and grounds.
2. Oversee the work of custodial staff.
3. Regularly review building needs and advise the board in its planning for future expansion or development.
4. Assess the adequacy of existing facilities in regard to the provision of automated services.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives. *[Leave space on form.]*

Director's objectives for the coming year (mutually agreed to by board and director). *[Leave space on form.]*

Certification:

Board Chair's Signature _____ Date _____

Library Director's Signature _____ Date _____

Appendix K

Responsibilities by State Law

11 O.S., §§ 31-101 through 31-108

Activity	Director	Board	City
Organization	Serves as advisor to the board. With the chair prepares and sends out the agenda preceding each meeting and assures that the Open Meeting Act is observed. Prepares the minutes for board meetings as acting as board secretary.	Elects the chair, secretary, and such other officers as the board deems necessary. The secretary signs and the board approves the minutes. The chair creates and appoints standing subcommittees for personnel, budget, and finance. Ad hoc subcommittees may be created as needed.	City council—appoint members of a 5-9 member board in staggered terms who are citizens of the municipality.
Meetings	Attends all library board meetings except those at which his/her personnel action or salary are discussed. Ensures that a schedule and information about the regularly scheduled meetings of the board is posted including date, time, place, and agenda of each meeting (74 O.S. 3106.2)	Decides on time and place for meetings. Files a list of meeting times and places with city clerk and with the Oklahoma Department of Libraries.	City council liaison may attend all board meetings.
Budget	Prepares the budget in conjunction with the budget and finance subcommittee of the board and submits it to the entire board for approval.	Entire board or an appointed budget and finance subcommittee prepares budget in conjunction with librarian. Entire board discusses and approves the budget which it will present to the city council for approval.	City manager—Advises librarian and subcommittee on the monies available for the following fiscal year to maintain the library. Recommends any changes in the budget which he deems desirable. City council—discusses and approves budget.
Finances	Prepares and submits bills for board approval. Signs claim vouchers. Keeps financial records.	Approves bills for payment by city council.	City council—approves library bills for payment. Receives annual financial and statistical report from the board.
Staff	Hires, evaluates, and dismisses staff in accordance with city policy and laws.	Recommends library director subject to the approval of the municipality.	City council—Hiring library director and staff as recommended by the board. City manager—assures library staff receives same benefits as all other city employees.
Administration	Recommends policies to board for library operation. Makes everyday decision on programs, services, book selection, acquisition, processing and personnel in accordance with adopted board policies.	Adopts policies after review and discussion. Annually review policies to determine if library is adequately serving the entire community.	City manager—keeps library director and board informed of city plans and actions affecting the library.

Appendix L

Rules and Regulations for State Aid

Eligibility Regulations

A. Basic Requirements

1. The following Rules and Regulations for State Aid Grants to public libraries shall take effect July 1, 1999.
2. Libraries must meet the **definition of a public library** as given in the latest edition of the Oklahoma public library standards. (OLA/ODL *Levels of Library Development*, 4th ed., 1998, p. 2)
3. Libraries must be legally established and operating according to *Oklahoma Statutes* 65 O.S., § 4-101; 11 O.S., § 31-101, and Article 10, Sect. 10A of the Oklahoma Constitution.

Definitions: The following words or terms, when used in this section, shall have the following meanings, unless the context clearly indicates otherwise.

Bibliographic Access means the provision of author, title, and subject indexes to the library materials and classification using either the Dewey or the Library of Congress classification systems.

Free Library Service means that libraries will provide circulation of books and library materials and admittance to library programs without charge in their service area, i.e., town, city, county or library system.

Library System means libraries organized under Title 65, Article 4 of the *Oklahoma Statutes* and funded under Article 10, Sect. 10A of the Oklahoma Constitution.

Long Range Plan means a written strategy for action for improvement of library service over a specified period of time officially adopted by the library board.

Statement of Purpose means a written declaration of the role the library has chosen to serve its community officially adopted by the library board.

B. User Services

1. Libraries must provide free library service.
2. Libraries must have a telephone located in the library with a listed number.
3. Libraries shall be open to the public the minimum number of hours stipulated in the following schedule. These hours shall be maintained year round. Single county systems organized under 65 O.S. §§ 155 which have branch libraries may aggregate their hours, if, discounting overlap, the citizens are served according to the following schedule:
 - a. cities and towns under 2,000 population will be open 15 hours a week. The schedule will include at least two hours after 5 PM each week;
 - b. cities and towns with at least 2,000 but less than 5,000 people will be open 30 hours a week. The schedule will include at least two hours after 5 PM each week and three hours on Saturday;
 - c. cities with at least 5,000 but less than 10,000 people, will be open 35 hours a week. The schedule will include at least four hours after 5 PM each week and three hours on Saturday;

- d. cities with at least 10,000, but less than 25,000 people, will be open 50 hours a week. The schedule will include at least eight hours after 5 PM each week and four hours on Saturday; and
 - e. cities with 25,000 people or more will be open 60 hours a week. The schedule will include seven hours on Saturday.
4. All libraries and branches must provide Internet access to the public.

C. Administration and Finance

1. Legally established libraries that are not part of a library system must submit an annual report for the preceding year to the Oklahoma Department of Libraries by August 15th and library systems must submit such reports by October 1.
2. Libraries must have a board of trustees appointed by city or county government officials. The board must hold regularly scheduled meetings at least quarterly. Libraries must annually file with the Oklahoma Department of Libraries a list of trustees, terms of office and meeting times.
3. Libraries must receive operating income from local government sources, i.e., town, city or county.
4. Local government must continue to expend an amount for library service, i.e., operating expenditures, not less than that of the preceding fiscal year, as reported on the Annual Report for Public Libraries. Public library systems organized under 65 O.S. §151–161, § 551–561, §101–108 and §201–206 may not reduce their millage levy.
5. Libraries must have paid employees who are employees of the town, city, county or system. Town, city, county or system must pay said employees at least the federally required minimum wage and meet the requirements of the Fair Labor Standards Act.
6. All personnel who work more than 20 hours a week must attend at least one continuing education program each year offered by the Oklahoma Department of Libraries, or approved by the Oklahoma Department of Libraries from institutions of higher education, Career tech schools or library associations. Staff in library systems or public libraries serving over 25,000 may meet this requirement with in-house training. Personnel are exempt if they have been employed at the library less than one year.
7. Multi-county library systems must abide by the Oklahoma Department of Libraries' Rules and Regulations concerning systems.
8. Municipal libraries must file a report of expenditures made with state aid grant funds each year by August 15. Library systems must file this report by October 1.
9. Libraries must have a written statement of purpose.
10. Libraries must submit performance measures data as outlined in the rotation schedule given in the latest edition of the OLA/ODL Levels of Library Development.
11. Libraries must provide bibliographic access to their collections.
12. Libraries serving a population of 10,000 or more must have submitted to the Oklahoma Department of Libraries a long range plan written or updated within the last 3 years. This document must address future directions of the library for services and resources, and must be approved by the local library board.
13. Libraries in cities serving a population of 20,000 or more must employ a director with a Master's Degree in Library and Information Science from a library school accredited by the American Library Association. Exemptions will be made for such libraries, until the resignation of the current librarian of record as of July 1998.

14. Libraries will evaluate and maintain their collections on a five year schedule ensuring that their collections include up-to-date and useful materials.

D. Procedural Regulations

1. State aid funds cannot be used for construction, remodeling, land, vehicles, or items that will become a permanent part of the building, such as carpet or air conditioners.
2. If a city or county has less total income for the most recent fiscal year as compared to the immediate past fiscal year, exemption to (see section C4 above under Eligibility and Finance) may be made. If this condition exists, libraries must so notify the Oklahoma Department of Libraries by August 15th. The Oklahoma Department of Libraries will then supply forms for city or county officials to certify that the library's budget sustained no greater reduction than the total percentage reduction of income of the city or county budget. At such time as the city or county budget increases, the library budget must receive not less than the percentage increase as the total budget.
3. Rule C4 may be waived in those years when the budget is decreased according to Procedural Regulations Rule.
4. When libraries are found to be ineligible for State Aid, the Oklahoma Department of Libraries will notify the library director and the City Manager, and shall state the reasons for ineligibility. The Librarian will then have a period of two weeks from receipt of notification in which to submit additional evidence of eligibility. Such appeals shall be reviewed by the ODL Administration before making a final decision.
5. The Oklahoma Department of Libraries will utilize the latest census information available each year from the State Data Center of the Department of Commerce to determine per capita payments for the distribution of state aid funds for public libraries.

Attachment 1
Definition of a Public Library
From: *Levels of Library Development*, 4th edition

A public library is an agency created to serve people through various informational, cultural, educational or recreational roles. In spite of this variance, there are still several common distinguishing characteristics of a public library.

1. Governance

A public library and its board are created by and are subject to existing statutes and ordinances. A public library board approves the policies by which the library operates. The board shall review all policies within a four year cycle and shall report all current policies to the Oklahoma Department of Libraries in conformance with the performance measures rotation schedule in the latest edition of the OLA/ODL Levels of Library Development.

2. Funding

A public library is primarily supported by either municipal funds or a direct library levy on a permanent basis.

3. Staff

To fulfill its obligation to provide access and service, the public library has one or more permanent paid positions.

4. Library Materials

A public library circulates to the community a collection of materials (e.g. books, periodicals, audiovisual materials) acquired as the result of a written selection policy and supported by a materials budget. Two prerequisites for the provision of library materials are: Bibliographic access using a commonly accepted cataloging and classification schedule (i.e., Dewey or Library of Congress); and participation by the public library in interlibrary loan networks or consortia. Such participation recognizes the fact that no public library can provide maximum service to its citizens without the availability of additional resources and that every library has a responsibility to share their resources.

5. Access

A public library is open to the public on a regular schedule in a building that is owned and/or maintained by a local government entity. The hours of operation are conveyed throughout the community to inform the people of the library's availability.

Rotation Schedule for Performance Measures Data Surveys

Fiscal Year	Libraries Serving Over 25,000 & Systems	Libraries Serving 5,000–25,000	Libraries Serving Fewer Than 5,000 (Town Names Beginning with A–L)	Libraries Serving Fewer Than 5,000 (Town Names Beginning with M–Z)
2013	Age and Condition of Collection	Policies Review	Fill Rate Title/Author Subject	Library Visits per Capita
2014	Policies Review	Fill Rate Title/Author Subject	Library Visits per Capita	Age and Condition of Collection
2015	Fill Rate Title/Author Subject	Library Visits per Capita	Age and Condition of Collection	Policies Review
2016	Library Visits per Capita	Age and Condition of Collection	Policies Review	Fill Rate Title/Author Subject
2017	Age and Condition of Collection	Policies Review	Fill Rate Title/Author Subject	Library Visits per Capita
2018	Policies Review	Fill Rate Title/Author Subject	Library Visits per Capita	Age and Condition of Collection
2019	Fill Rate Title/Author Subject	Library Visits per Capita	Age and Condition of Collection	Policies Review

Appendix M

Sample Board Agenda

1. Call to order
2. Roll call, declaration of a quorum of board members present, introduction of guests.
3. To discuss and consider approval of the minutes (provide copy of minutes prior to meeting to members)
4. To discuss and consider approval of the financial report (provide copy of report prior to meeting)
5. To discuss and consider approval of the library director's report (provide copy of report prior to meeting)
6. Overview and approval (if permitted) of monthly expenditures (provide list of bills prior to meeting)
7. To hear reports from officers, boards, and committees (list in detail)
8. To discuss and consider approval of _____
9. To discuss and consider approval of _____
10. Public comment period. To avoid open meetings violations, the board should limit itself to answering basic questions from the public and place the matter on a future meeting agenda if additional discussion or deliberation is warranted.
11. Adjournment

Open Meeting Act requires individual votes and minutes that reflect how each person voted.

Appendix N

Sample Board Bylaws

These rules are supplementary to the provisions of Oklahoma state law as they relate to the procedures of boards of library trustees. The sample bylaws sections below may be adapted to individual library board situations or discarded unless set by state law. (Note: material in parentheses is for purposes of explanation and should be removed from the final bylaws approved by the board. *Those sections in italics are dictated by state law.*)

Article I Name

This organization is the Library Board of the _____
Library, located in _____, Oklahoma, established by
the Oklahoma municipality (and/or county) of _____,
according to the provisions 11 O.S., §31–101, and exercising the powers and assuming the duties granted
to it under said statute.

Article II Membership

Section 1. Appointments and Terms of Office. *The members of the library board shall be comprised of _____ members, appointed by the municipal governing body, to serve a term of three years.*

Section 2. Compensation. *No member shall receive compensation for board duties and attendance.*

Section 3. Removal. *The municipal governing body may remove any member for misconduct or neglect of duty.*

Section 4. Terms. *Appointed members shall hold office for a term of three years from the first day of May following their appointment and their terms shall be staggered.*

Section 4. Vacancies. *Vacancies shall be filled in the same manner as original appointments.*

Article III Meetings

Section 1. Meeting Attendance. Members shall be expected to attend all meetings except as they are prevented by a valid reason.

Section 2. Meeting Schedule. The regular meetings of the library board shall be held _____ (monthly or quarterly) on the _____ (week in month/day of week) at _____ (time), with an *annual meeting set for the month of May.*

Section 3. Special Meetings. Special meetings may be called by the chairperson, or upon the written request of _____ members, for the transaction of business stated in the call for the meeting.

Section 4. Annual Meeting. *An annual meeting date shall be designated by the board for election of officers. The annual meeting will be in May at the established time and day of regular board meetings set in Section 2 above.*

Section 5. Agendas and Notices. *Meeting agendas and notices shall indicate the time, date, and place of the meeting and indicate all subject matters intended for consideration at the meeting.*

Section 6. Minutes. *Minutes of all meetings shall, at a minimum, indicate board members present, all items of business, all motions (except those that were withdrawn), and the result of all votes taken. Current board minutes shall be posted.*

Section 7. Quorum. *A quorum for the transaction of business at any meeting shall consist of _____ members of the board present in person.*

Section 8. Open Meetings Law Compliance. *All board meetings and all committee meetings shall be held in compliance with Oklahoma's open meetings law. (25 O.S., §§ 301 to 314)*

Section 9. Parliamentary Authority. *The rules contained in Robert's Rules of Order, latest revised edition shall govern the parliamentary procedure of the meetings, in all cases in which they are not inconsistent with these bylaws and any statutes applicable to this board.*

Article IV Officers

Oklahoma Statutes 11 O.S., § 31–103, requires the board only to elect a chair and a secretary “and such other officers as they deem necessary.”

Section 1. The officers shall be a chair, a vice chair, and/or a secretary, elected from among the appointed trustees at the annual meeting of the board. No member shall hold more than one office at a time. No member shall be eligible to serve more than two consecutive terms in the same office.

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

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

Section 4. The chair shall preside at meetings of the board, authorize calls for special meetings, appoint all committees, execute all documents authorized by the board, and generally perform all duties associated with the office of president.

Section 5. The vice president, in the event of the absence or disability of the chair, or of a vacancy in that office, shall assume and perform the duties and functions of the chair.

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

Article V Committees

Section 1. Standing Committees. The following committees:

_____, shall be appointed by the chair promptly after the annual meeting and shall make recommendations to the board as pertinent to board meeting agenda items. [Examples of possible standing committees are Personnel, Budget, and Policy.]

Section 2. Nominating Committee. A nominating committee shall be appointed by the chair three months prior to the annual meeting and shall present a slate of officers at the annual meeting. Additional nominations may be made from the floor at that time.

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

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

Article VI Duties of the Board of Trustees

Section 1. *Responsibility for the control and supervision of the _____ Public Library is vested in the board of trustees.*

Section 2. *The board shall select, appoint, evaluate and remove the library director subject to approval of the municipal governing body.*

Section 3. *The board shall fix any fees to be charged by the library.*

Section 4. *The board shall have such powers and authority as may be provided by ordinances of the municipality.*

Section 5. *With approval of the governing municipality, the board shall have the power to purchase grounds and erect thereon a suitable building for the use of the municipal library and to suitably equip the same, and to lease rooms or buildings for the use of the library.*

Section 6. *The board may impose fines or suitable penalties for loss of, failure to return, or damage to library materials, subject to ordinances which the municipal governing body may enact.*

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

Section 8. *The board shall make on or before the 31st of July each year an annual report to the municipal governing body stating:*

- a. *condition of its trust as of the 30th of June of that year*
- b. *the various sums of money and property received from the library fund and other sources and its expenditures,*
- c. *budget for the next fiscal year*
- d. *statistics on general character and number of books and periodical which are: on hand; are lost or missing; have been added and have been loaned;*

Article VII Library Director

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

Article VIII
Conflict of Interest

Section 1. A board member shall withdraw from board discussion, deliberation, and vote on any matter in which the board member, an immediate family member, or an organization with which the board member is associated has a substantial financial interest.

Article IX
General

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

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

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

Adopted by the Board of Trustees of the

_____ Library on the _____ day of _____.

Appendix O

Sample City Ordinance

Ordinance No. _____

An Ordinance Providing for Library Service to the City (or town) of _____.

Be It Ordained by the Mayor and City Council of the City (or town) of

_____.

Section 1. It is the desire and intent of the governing body of the city (or town) of _____ to provide free public library service to the residents of the city (or town) of _____, for the benefit of the city (or town), the State, and the Nation.

Section 2. The _____ Public Library is hereby established.

Section 3. The _____ Public Library shall be governed by a board of at least five members and no more than 9 members appointed by the mayor with the approval of the city (or town) council. Appointments to the library board shall be made on the basis of ability, understanding of the total responsibilities and objectives of public libraries, and an active interest in the attainment of these goals. All library board members shall serve thereon without compensation.

Section 4. Said board members shall hold office as follows: Initial appointments shall be for one (1) one-year term, two (2) two-year terms, and two (2) three year terms. Subsequent appointments shall be for three-year terms except in the case of an appointment to fill a vacancy, which appointment shall before the remainder to the unexpired term, which is vacant. No person shall serve more than two full, successive terms. All terms of initial and succeeding appointees shall expire on June 30 of the designated year.

Section 5. Any board member may be removed by the appointing authority or municipality for misconduct, failure to attend board meetings or neglect of duty.

Section 6. Immediately after the initial appointments, annually thereafter, the board members shall meet and organize by election of one of their numbers as chairman, and by the election of such other officers as they deem necessary. They may adopt such laws, rules and regulations for their own guidance and for the governance of the library as may be expedient and not inconsistent with this Ordinance and laws of Oklahoma.

Section 7. The board shall appoint a library director and shall recommend an annual budget to the governing body of the city (or town). It shall set the policies of the library, accept of decline gifts, and administer the expenditure of funds received from appropriations, gifts, and grants. The library board may contract for and receive funds available for library purposes from the United States, the State of Oklahoma, any agency or instrumentalities of these entities.

Section 8. The library board shall submit an annual financial report to the Mayor and the city (or town) council and to the Oklahoma Department of Libraries for each fiscal year ending June 30. The report shall include an accounting for monies received and expended and such other statistics about library use, collections and staff which may be deemed necessary to account for their trust.

Section 9. The mayor and city (or town) council shall annually appropriate to the library board from funds available to the city (or town) such moneys as deemed necessary to operate and maintain the _____ Public Library for the education and cultural enrichment of the citizens of _____.

Section 10. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

Section 11. This ordinance shall be in force and take effect from and after its passage, approval, and publication as required by law.

Passed by the council this _____ day of _____, _____

Approved by the Mayor this _____ day of _____, _____

Attest:

_____ City Clerk

_____, Mayor

Appendix P

Self-Evaluation for Trustees

Considerations/Standards—Excellent <6,5,4,3,2,1> Poor

Governance

I know when my library was established	
I know all other members of the board	
I know the library laws as they apply to my library	
I arrive on time to library board meetings	
I give a reasonable amount of time and thought to my job as a trustee	
I ask questions and give constructive feedback at board meetings	
I have studied and use for reference the <i>Oklahoma Library Trustee Handbook</i>	
I am familiar with my library's policies	

Funding

I am knowledgeable with the library's budget and the budget process of the city	
I am knowledgeable with the sources of the library's funds	
I am knowledgeable with the Maintenance of Effort from the local government	
I am knowledgeable with the Rules and Regulations for State Aid	

Access and Services

I am familiar with my library's website	
I visit my library frequently in order to be familiar with the collections, programs, and services it offers	
I use the library for my personal study, enjoyment, reading, etc.	
I visit other libraries to inform myself of library practices	
I support my library director in efforts to provide good library service	

Personnel

I support the library director and staff to attend library related training each year	
I advocate with local governing officials for library staff	

Materials and Resources

I am thoroughly familiar with the collection development policy	
---	--

Technology

I am thoroughly familiar with the Internet and online access policy	
---	--

Facilities

I am familiar with the library facilities and grounds and advocate for repairs

Administration

I am familiar with the Annual Report submitted to the state library

Advocacy

I belong to the state library organization

I have frequent contact with my state representatives concerning library legislation

Oklahoma  **Libraries**
Department

200 NE 18 Street, Oklahoma City, OK 73105-3205
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