ABSTRACT

          Published in response to requests for a permanent
record of California's CALTAC (California Association of Library
Trustees and Commissioners) WILL (Workshops in Library Leadership)
program, an ongoing program funded by an LSCA (Library Services and
Construction Act) grant from the California State Library, this
report is a compilation of the presentations given at each of the
first three series of CALTAC-WILL regional workshops. Following a
listing of the 1986 CALTAC board of directors and an explanation of
the CALTAC-WILL program, original papers presented at the workshops
include: (1) 1985-86 workshop presentations on "New and Significant
Legislation on State and Local Levels" (Gary E. Strong); "The Trustee
as Catalyst" (Aileen Schrader); "Your Community Library--What It Owes
You, Your Public, and Your Staff" (Linda Wood); and "The Perception
of Libraries as Information Centers" (Larry Orenstein); (2) 1984-85
workshop presentations on "The Current Library Scene in California"
(Gary E. Strong); "A Day in the Life of a Library--A Trustee's View"
(Bea Chute); "Library Public Relations--Overcoming Invisibility?" (Al
Carlson); "Money Matters--Fundraising Fundamentals" (Linda
Katsouleas); and "Library Computers--Avoiding the Pitfalls" (Jeanne
Guertin); and (3) 1983-84 workshop presentations on "Strategies for
Library Service in the 1980's" (Gary E. Strong); "The Politics of
Planning" (Lelia C. White); "Money--The Where From and the Wherefore"
(Nancy A. Van House); "Computers and Libraries--A Happy Marriage"
(Jeanne Guertin); and "Trustees--Who Are They? What Should They Do?"
(Marilyn E. Stevenson). A brief listing of software for libraries is
also included. (KM)

CALTAC-WILL   1985-1986

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Including

CALTAC-WILL   1983-1984
CALTAC-WILL   1984-1985

PROCEEDINGS

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES AND COMMISSIONERS

Regional Workshops in Library Leadership

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November, 1986

TO: Members of CALTAC
        Library System Advisory Boards

FROM: Dorothy Bertucci, President CALTAC

I am pleased to submit to you this copy of CALTAC-WILL Proceedings, a complation of the presentations given at each of our first three series of regional WORKSHOPS IN LIBRARY LEADERSHIP.

The on-going WILL program, funded by a LSCA grant from the California State Library, has been most successful in reaching a broad library consituency throughout California. These cumulative *Proceeding* are published in response to numerous requests for a permanent record, for the benefit of attendees as well as those who were unable to participate.

We hope that the wide range of topics covered and the high qualifications of the panelists will make this a valuable addition to your library shelves. It should serve as a supplement to the comprehensive new *CALTAC Trustee Tool Kit,* soon to be issued by the State Library.

For additional copies, please contact either of the following:

Frank W. Terry, 1985-86   Dorothy Bertucci, 1986-87
Coordinator   Coordinator
630 W. Fifth St.   655 N. Fair St.
Los Angeles, CA 90071   Petuluma, CA 94952
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1986 CALTAC BOARD OF DIRECTORS

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WHY CALTAC-WILL?

In 1982, the Board of Directors of the California Association of Library Trustees and Commissioners endorsed the concept of conducting regional workshops throughout California. The program was adapted from the ALTA-WILL (American Library Trustees Association-Workshops in Library Leadership) that had been held in Minneapolis earlier that year; CALTAC's 1983 President, Bea Chute, was California's representative.

CALTAC chooses topics of concern that had been requested often at past CALTAC workshops and were similar to topics presented by ALTA-WILL. Grants were requested from the California State Library and from the Library Services and Construction Act (LSCA) to program five regional workshops during 1983 84/1984 85, and four in 1985 86. Professional, talented, knowledgeable speakers were contacted to cover the requested programs. A similar format utilizing speakers and topics was used in each of the workshops. State Librarian, Gary Strong has approved these requests each year and CALTAC has in turn provided organizational management and volunteer assistance to facilitate these programs. It appears there will be a 1986 87 CALTAC-WILL and once again Mr. Strong will be instrumental in the formation.

Trustees, Commissioners, System Advisory Board members, librarians, Friends and library advocates have attended the one-day workshops in different regions of California and have encouraged CALTAC to continue this program in education and library leadership.

These PROCEEDINGS are published in response to requests from those who were in attendance as well as from some who were unable to attend.

Host Libraries for the 1983 84 Workshops Were:
      SONOMA COUNTY LIBRARY - November 12, 1983
      TORRANCE PUBLIC LIBRARY - January 18, 1984
      MENLO PARK PUBLIC LIBRARY - March 3, 1984
      NEWPORT BEACH PUBLIC LIBRARY - April 7, 1984
      FRESNO COUNTY FREE LIBRARY - May 5, 1984

Host Libraries for the 1984 85 Workshops Were:
      YOLO COUNTY LIBRARY, Turner Branch - November 10, 1984
      SAN DIEGO PUBLIC LIBRARY,
      University Community Branch - January 26, 1985
      A.K. SMILEY PUBLIC LIBRARY, Redlands - March 19,1985
      THOUSAND OAKS PUBLIC LIBRARY - April 13, 1985
      OAKLAND PUBLIC LIBRARY - May 18, 1985

Host Libraries for the 1985 86 Workshops Were:
      HUNTINGTON BEACH LIBRARY - January 25, 1986
      SAN JOSE PUBLIC LIBRARY - March 1, 1986
      SOUTH PASADENA PUBLIC LIBRARY - April 12, 1986
      ROSEVILLE PUBLIC LIBRARY - May 3, 1986

Bea Chute and Marilyn Stevenson were the CALTAC Co-chair persons for the 1983 84/1984 85 CALTAC-WILL programs. Frank W. Terry and Jane Creed were Co-chairpersons for 1985 86. Mrs. Stevenson moderated each workshop in the 1983 84/1984 85 series. Mr. Terry moderated the 1985 86 series. Assistance for the individual workshops was provided by the CALTAC regional representatives, board members and the host libraries.

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NEW AND SIGNIFICANT LEGISLATION ON STATE AND LOCAL LEVELS

1986 CALTAC Workshops in Library Leadership

GARY E. STRONG
State Librarian of California

VITA

Gary E. Strong was appointed California State Librarian September 10, 1980 and reappointed in September 1984. He currently holds the position following confirmation by the State Senate in each instance of appointment. His professional experience include teaching and library administration posts in the State of Idaho, and Oregon. Prior to California he was Deputy Washington State Librarian.

His present activities are Chief Executive Office, California Library Services Board; Executive Director and ex-officio member, California State Library Foundation Board of Directors; and participation on numerous advisory board and library councils throughout the State as well as national library organizations.

He holds a B.S. degree from the University of Idaho and a Masters in Library Science from the University of Michigan. He has been awarded Distinguished alumnus, Michigan University School of Library Science; and honorary Life membership in Oregon and Pacific Northwest Library Associations. He is author, editor or compiler of several publications on subjects involving libraries.

Today we face incredible challenges as our communities change and diversify. Our libraries must be sure that they select community roles which respond to the needs of citizens that live in each neighborhood and community across California. As library leaders you must be more aware of the trends that face your community and change the roles of the library.

One needs only to pick up any newspaper or magazine to be reminded of the very different world in which we live and work. The cabbage patch dolls, gobots and the transformers, yuppie popcorn, the cellular phone, and electronic gadgetry of all types are pushed by the media machine. Miami Vice mixes color, fashion, music, drugs, prostitution, fast cars, and a commentary on the popularity of "the empty head." Television raises money for almost every cause from farming to famine. Attitudes are changing as are the communities in which we live. Our concerns have turned to toxic waste and new diseases. Corporations facing incredible loss of revenues retool for a new age of manufacturing. The Federal government struggles to balance a budget and reduce the national debt. Local and state governments continue to retrench and retrofit outdated and outmoded systems.

Several studies and reports in the past three years have called attention to tragedies of our nation with respect to its educational system and the dilemma for millions of Americans who cannot read well enough to actively participate in the democracy. Jonathan Kozol maintains that we are no longer "one nation indivisible." We have become "two nations, bitterly divided, with liberty for some, illiteracy for others, a dark and stormy future for us all." The Librarian of Congress, Daniel Boorstein, has indicated that the problem of reading extends beyond the plight of the illiterate American, to those who can read and do not. He calls this the problem of A-literacy."

Our libraries continue to face severe funding problems in California. They still find it difficult to restore hours of service, retool for new technologies, provide staff to meet ever increasing demands for information from many new users whose needs and interests vary widely.

California public libraries continue to show a pattern of uneven growth. In most areas statewide, the trend is upward and libraries continue their improvement over conditions of the late 1970's and early 1980's. As it is well known, some rural and agricultural counties are showing severe economic difficulties which are translated into dramatic cuts in library services. Five of these libraries are ineligible for state funds in this year's Public Library Fund allocation for failing to maintain their level of local library support.

There are now 2,825 public library outlets in the state, down marginally from last year's 2,847, but these service points are open a total of 42,558 hours per week, a 5.5% increase from last year. Library staff in full time equivalent totals 9,057, a healthy 5% over the figure for 1984. Volunteerism is libraries continues strong, but the rate of increase seems to have peaked and this year's 478 full time equivalent is only slightly higher than last year's figure.

Library operating expenditures are up, totaling $333,707,000, or 11%

above 1984, and after years of starvation in many localities the library materials funds have increased by 15% to $43,752,000. Individual case of a library have less money for materials this year than last are up, however, at 37 libraries including four of our 12 largest public libraries.

Circulation as a measure of library activity is up a fraction of a percent over last year at 125,140,000 (4.84 per capita), but reference continues its significant increase, up 5% to 37,349,000 questions answers (1.44 per capita).

We now have literacy programs (California Literacy Campaign) in forty-eight public library jurisdictions, serving over 200 communities and neighborhoods, with reading centers in over 800 community locations. Approximately 10,000 adult learners are served in some way each quarter in these programs, bringing public libraries into new roles as they continue to provide service to their communities.

The most significant legislative action is, therefore, at the local governmental level. Local financing issues are most important in keeping libraries open and well stocked. The loss of Federal Revenue Sharing has a potentially negative impact on many libraries across California as it will force many local services to more actively compete for scarce local funds, placing other jurisdictions in jeopardy of losing Public Library Fund allocations next year. Increased censorship attempts on the part of local citizens and officials will force local governments to reassess their position on intellectual freedom.

At the state level, the Governor's 1986/87 proposed budget includes

increased funding for various library programs administered by the State Library. The Governor, stated, "In recognition of the value of the services and resources provided by the state and local libraries" the budget provides:

Public Library Foundation Program. The proposed budget provide an augmentation of $1.7 million, increasing the amount available to assist local libraries in the maintenance of basic library services to $20 million. We estimate that $32 million would be needed to meet the state's full commitment.

California Library Services Act. A cost of living adjustment of $220,000 is included for resource sharing programs.

California Literacy Campaign. The Governor recommends an augmentation of $500,000 to extend the financial assistance time frame from three to five years for existing programs, a total allocation of $4 million. The California Library Services Board has requested an additional $1.6 million to extend the Campaign to approximately fifteen new sites.

In the State Library's operations budget, the Governor proposes $1,364,000 to provide for the first year costs of a four year project to automate the Library's card catalogs and information systems and $142,000 to complete microfilming preservation of historical California newspapers.

The unfortunate bad news, is that the budget does not

recommend inclusion of the funds needed for working drawings and construction of the companion building for the California State Library in Sacramento (Site 5) which is sorely needed to insure save conseration and storage of the Library's precious resources and location for the Braille and Talking Book Library and the Library Development Services which are located in rented space.

The proposed budget is $55,398,000, an increase of $3,564,000 over the current year. The release of the Governor's budget is the beginning of the annual state budget legislative process. The issuance of the report of the Legislative Analyst's report in February and hearings before legislative committees are next steps. Final adoption of the 1986/87 budget is expected in June. At the time of the last workshop the budget had cleared both sub-committees with the recommendations of the LAO having been rejected. An augmentation request from Senator Roberti for $1.6 million to augment the California Literacy Campaign was being held pending the May revision of revenue estimates.

Another key piece of state legislation is SB1220, the Public Library Construction and Renovation Act. Passing the Senate with significant support, the bill was held hostage in the Assembly and ultimately failed to gather the number of votes necessary to place the measure on the June ballot for consideration by the voters. The bill initially provided $300 million for public library construction and renovation, but the amount was reduced to $150 million during the deliberation process. Senator Keene, the bill's sponsor, reintroduced the bill as SB2493 later in the session in hope of obtaining support needed to place the measure before the voters in November.

Other state legislative issues include our Students for Literacy bill which passed the Legislature, but was vetoed by the Governor. Unfortunately this measure appears to be lost this year and the concept of student work study workers in public library literacy programs has been introduced into other student aid legislation. Senator Roberti has introduced two bills of importance to our library development program. They are SB 1984 which would provide a children's library consultant on the staff of the Library Development Bureau of the State Library and SB 2591 that would create a "Families for Literacy Program." These have now cleared their first committees and moved forward in the legislative process. AB 2621 (Bronzan) would establish qualifications for County Librarians. Additional legislation in the areas of literacy, latch key children, and workfare will have impact on libraries. There will continue to be attempts to abridge our intellectual freedom through the legislative process. We can be assured that the California Library Association's efforts are ever at work in Sacramento to ensure that library and citizen interests are watched.

At the federal level we are just beginning to understand the impact of Gramm Rudman-Hollings on library programs. This year there has been a reduction of $632,000 in the funds received by the California State Library under the Library Services and Construction Act. This reduction could be as great as 30 per cent next year. But, we must first get the dollars into LSCA over the recommendation of the President once again for zero funding. We must communicate that

it is important indeed to reduce the deficient, but not on the back of library and other educational programs. We have not had inflationary increases over the years and we must stand fast to be sure that this small amount of support at the federal level stays in place. The importance of the postage foregone subsidy for library mailing rates and mailing rates for the blind and physically handicapped is another very important federal program which deserves our continued attention.

I cannot express to you how much I depend on your support to keep libraries alive in California. Each community needs your committed support and assistance. You can make a difference in how libraries fare in the legislative arena. Be active here at home, participate in CLA Legislative Day in May, and write the letters when called upon to do so. They are so very important -- and they do make a difference.

Most importantly, continue your learning as a public library trustee or commissioner. Workshops such as these are successful only if you grow and then put to practice what you learn. We count on your participation and growth to achieve the highest quality of library services possible for all Californians.

JOIN THE

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES & COMMISSIONERS

AN INDEPENDENT CHAPTER
OF THE CALIFORNIA
LIBRARY ASSOCIATION

WHAT DOES CALTAC DO?

CALTAC functions through its committees of member-volunteers from throughout the state.

The AWARDS COMMITTEE publicizes services to libraries by annual recognition of outstanding contributions by individuals or organizations.

REGIONAL WORKSHOPS IN LIBRARY LEADERSHIP provide opportunity for trustees, commissioners, librarians and concerned members of the public to learn from library experts and from each others' experiences.

A TOOL KIT EDITORIAL COMMITTEE reviews and revises the reference materials and guidelines of the *TOOL KIT* for library trustees and commissioners. The *TOOL KIT* is published and distributed through the offices of the California State Library.

The LITERACY COMMITTEE encourages local library sponsorship of volunteer tutorial services to aid the functionally illiterate.

CALTAC'S INTELLECTUAL FREEDOM COMMITTEE seeks ways to support the work of the parent CLA Committee and to keep *CALTAC* members aware of challenges and means to defend the right to read.

The LEGISLATIVE COMMITTEE keeps members informed about legislation affecting libraries, alerts them to join in lobbying efforts at appropriate times and generally helps to forward the work of CLA'S Government Relations Committee.

The PROGRAM COMMITTEE arranges for speakers and events of special interest for *CALTAC* Day and the annual membership meeting during the yearly CLA Conference.

CALTACTICS, CALTAC'S quarterly newsletter, and *CALTAC* releases through the monthly *CLA NEWSLETTER* keep *CALTAC* members and library directors informed about these activites.

THE TRUSTEE AS CATALYST

by
AILEEN SCHRADER
Regional Vice President
American Library Trustees Association

VITA

As a regional vice president for ALTA, a division of the American Library Association, Aileen Schrader is responsible for ALTA liaison and promotion in California, Arizona, Nevada, Hawaii and Guam. She is a member of CALTAC's board of directors and its ALTA representative. Her activities are many and the partial listing herein attest to the scope of her support of and contribution to noteworthy objectives:

B.A., American History, U.C.L.A., 1943.

Home Teacher, Whittier Union High School District (3 yrs.)

Director of Womens Activities, Civil Defense, City of Whittier, 1956 to 1962

President, American of University Women, Whittier Branch, 1962

Honorary Recipient of Named-Grant Fellowship, A.A.U.W.

President, Starbuck PTA, 1966 and 1978

Chairman, A.A.U.W. Mr. Bookworm" Reading Club. Lists of books -- selected by grade level (K-8) distributed throughout Whittier school districts. Creative entry response required and displayed in individual schools. 400 entries each year. (4 years)

President, Friends Whittier Public Library (2 terms)

President, Friends Whittwood Public Library (2 terms)

Chairman, Whittier Area Education Study Council (2 years)

Charter Member and Vicepresident, Rio Hondo Area Volunteer Bureau

Honorary Life Member, PTA

School Board Observer, Newport Harbor High PTA and Harbor PTA Council (4 years)

Historian, Friends Newport Beach Public Library

Member, Citizen Advisory Committee on Community Development, City of Newport Beach 1978

Member, NewportMesa School District Citizens Advisory Committee on School Closures and Budget 1977 - 78

Policy Liaison chairman, Peninsula Point Association (2 years)

Member, Community Communications Coordination Committee, Newport Beach

Member, Newport Beach Congress on Homeowners and Business Associations

Moderator, Town Meeting, Newport Beach, held in preparation for Governor's Conference on Libraries.

A loose definition of a "catalyst" is an agent which induces change in another agent. I consider this to be a perfect definition of the role of a Library Trustee. A trustee is an agent who brings about changes in his library. No library should be static -- for to be viable, change must take place. No library is ever so perfect that there is no room for change.

To bring about change for the good -- to be the right kind of catalyst requires knowledge. Let us discuss how a trustee acquires this knowledge. What is a library trustee?

For one thing, a trustee is a volunteer, a lay person who usually holds a full time job, either in business or in maintaining a home. This volunteer must "change hats" for his library role which is a community role. Therefore, knowledge of how a library operates is essential.

There are many good Trustee Handbooks available. CALTAC has one of the best, entitled A Tool Kit For Trustees. The states of Ohio, Pennsylvania and New York, and other states, have good manuals also. Check your card catalog and reference section for other material on "trusteeship".

Additionally, every library system should have its own manual. It should be the first item handed to a new trustee. If your board does not have such a manual, begin one immediately. It should contain copies of all the board's policies and procedures, e.g., over due books, circulation periods, censorship, personnel, evaluating the library director, use of the multipurpose room.

Other resources available to you are the American Library Trustee Association -- ALTA -- and the California Library Trustee Association -- CALTAC.

Now, how do you go about being a good trustee on a strong board once you have all these manuals and all this help? When you first come aboard, meet with the Librarian and the President of your board. Ask questions, never mind if the questions seem nosey or embarrassing, it is your right to know and you need to know.

Attend all meetings and study sessions of the board. If you have a time conflict from the very beginning, do not accept the board position. It is not fair to the other members of your board. Each trustee must pull his own weight.

To prepare for a board meeting, here are some of what I call "housekeeping details" which may help all board members. My comments are intended to be positive, if candid! At one time or another every board member will be faced with one or more of these conditions, and because as I stand before any trustee group I can see people nudging each other when I tough on a familiar situation. First, read all of the materials and documents provided by the librarian, then do a little research on these agenda items in the community and in the library on your own.

Another fact to remember is that you should check to determine whether your board is covered by insurance since you need it in today's litigious world.

Still another item to investigate is the difference between a "no" vote and an "abstention". Legally, they can be different in certain instances. Sometimes an

"abstention" is considered as a "yes" vote. Be brave, vote "no" if you disagree with a motion.

Your board packet of material for each board meeting or study session should come to you at least three days in advance of any meeting. This will give you sufficient time to study the entire agenda and its supporting documents. You have to change the "hat" every time you sit down to study the packet, and for this you require ample time.

The president of your board and your librarian should have a definite time schedule to meet, prior to any board meeting, to discuss the agenda. Remember, it is the board's agenda, not the librarian's.

When the board meets, the board chairman conducts the meeting. A board member also should serve as secretary and have final say on the contents of the minutes to be submitted to the board for its approval. The librarian, in her report to the board, recaps current progress or problems, answers questions, brings trustees up to date on continuing items, and recommends steps to be taken. The board then deliberates, with discussion by all present. If action is indicated, the board votes its conscience.

No board should have an unanimous vote all the time. Indeed, that would be unhealthy. A variety of opinions should be presented on any board. On the other hand, if one member consistently votes "no" perhaps the board had better have a little open discussion about it!

Every board should evaluate itself on an annual basis. Are objections and goals being met? Moreover, the librarian should be evaluated periodically, to be sure board and librarian are moving together toward the established goals. If matters are slightly sticky, advice from the city/county administrator or city/county counsel may be solicited.

As Linda Wood will explain to you this afternoon, there are two types of library boards -- administrative or advisory. Consult your Charter to determine which type of board you have. Briefly, an Administrative Board sets policies and procedures, engages or dismisses the librarian, adopts the budget and in some cases sets the tax rate.

An Advisory Board serves as an advisory board to the Library, offering on a regular basis, advice on current and long term issues. It brings its knowledge of the community and interprets the community's needs and expectations.

In whichever role your board is cast, the common goal is a better, stronger library. A realistic assessment of strengths and weaknesses will assure an understanding and trusting relationship between staff and board and community. The trustees are the catalysts.

presents a special day for you...

1986 CALTAC
Workshops In Library Leadership (WILL)
PROGRAM

YOUR COMMUNITY LIBRARY
WHAT IT OWES YOU, YOUR PUBLIC, AND YOUR STAFF

by
Linda Wood, Library Director
Riverside City and County Public Library

V I T A

Linda Wood is Director of the Riverside City and County Public Library. She administers a public library system consisting of a central library and 26 branches and two bookmobiles in a 7,000 square miles service area with an annual budget of $6.2 million. She represents the Library in contacts with elected and appointed City/County officials, citizen boards, advisory committees, 22 Friends of the Library groups and other libraries. Previous to her current position she was Assistant City Librarian, Los Angeles Public Library.

Mrs. Wood was 1985 President of the California Library Association and Government Relations Committee chair,1981 - 1982. Other professional activities include:

> California County Librarian Association
> President, 1984

> California Library Authority for Systems and Services
> Board of Directors, 1978 - 1980

> Oregon Library Association
> Legislative Committee Chair, 1975 - 1976
> Intellectual Freedom Committee Chair, 1973 - 1974
> Served on various committees, 1969 - 1977

> Pacific Northwest Library Association
> Secretary, 1973 - 1975
> Public Libraries Division, Secretary, 1971 - 1973

> American Library Association
> Circulation Services Section, Library Administration and Management Association, Chair, 1977 - 1978

> Library Administration and Management Association
> Board of Directors, 1976 - 1978

> Metropolitan Area Library Services Committee, Public Library Association, 1975 - 1977

When Frank Terry called to ask me to participate in these programs he gave me a title which is a mouthful: the internal and external responsibilities of community libraries. Well, that title is subject to a lot of interpretations, so I asked him what he expected to be covered and he gave me a long list of topics which filled a whole page of paper just to list. I laughed and said, "Frank, what you are asking for is a complete course on the philosophy and management of public libraries in 30 minutes. That is a formidable task to accomplish during a course in library school, much less a 30 minute presentation.

I was intrigued with the challenge of distilling into the time frame that is available to us today the key elements of the philosophy and management of public libraries, so today I would like to talk about the role of the public library in the community and how the library can best fulfill the responsibilities which it has to you, as trustees and commissioners, citizens involved in the governance and guidance of your local community library. Also I would like to cover how the library can best fulfill its responsibilities to the public, both to users and non-users, and to everyone who as a tax-payer helps support the library. And last, but not least, I will cover how the library can fulfill its responsibilities to the library staff. Library staff are "not least" because the staff are the critical element which determines the quality of library service which will be received in a community. The quality of the staff is even more critical than the amount of the budget. And so let me try and beat the clock with all this information.

First, what are the responsibilities of the community library to you, the trustees and commissioners? The primary thing is complete and accurate information about your library and your responsibilities.

When you first take on the job of being a trustee or commissioner or advisory board member, your library owes you a good orientation. That orientation should cover a variety of things but most important it must cover the role of the board. First of all, you need to understand the legal basis of the library. Is it state law? Is it a city charter? Is it a combination of both? Is it a resolution adopted by the Board of Supervisors? What body created your library and what laws or ordinances govern it? Second, you need to know what the role of the board is. Is it an advisory board or an administrative board? There are important differences and you need to understand them. You need to understand the relationship of the board to other players such as city councils, mayors, city managers, boards of supervisors, or other types of boards if you are organized as a district library. What is the relationship of the board to the library director and to the other staff members? What is the relationship of the board to the Friends? What are the roles, duties and responsibilities of each of these parties in relation to the library?

You especially need to understand what the board's role is in relationship to the annual budget because the budget is an essential planning tool. You need to understand what the board's role is in relation to the selection of materials and in relation to all personnel matters. As an administrative board you may be responsible for actually setting the salary scale and authorizing

positions. On the other hand, you may be responsible only for making recommendations to the city council or the board of supervisors if your library is governed by them. So you need to have a clear understanding from the beginning as to what your role is. It will be different for each library.

You need to have a good orientation to the budget because it determines what the library can actually accomplish. The budget allocates the resources that will be available for the library to use. Your budget should be clear and understandable and if it is not, you need a good explanation by your librarian that makes it clear and understandable. Your budget needs to be related to services that will be provided, so there is a clear linkage between the budget document and the services that the library will provide. Ideally, your budget will be presented in a program budget format.

Another thing you need to be aware of are the policies that the board has already adopted or has recommended. These include policies such as a materials selection policy, a meeting room policy, policies governing who is eligible for library cards, policies governing rules and regulations about return of library materials, behavior in libraries, whether to allow smoking or eating in the library, and what fines and fees will be charged.

You need also to be oriented to procedures that involve the board. For example, there may be board involvement in administration of special funds, such as trust funds and in disposal of surplus materials, furniture and equipment. There may be board involvement if complaints about materials in the library's collection are not satisfied by the response from

staff. You need to be aware of these procedures before they occur and of the board's role in carrying them out.

Another responsibility your library has is to give you adequate notice of meetings and agendas which tell what subjects are to be covered in the meetings are ahead of time. You need to be provided with background information on policy matters, before the board is asked to make a decision. You need to have staff recommendations available to you when you are asked to make a decision. In some cases if your library is part of a larger government, you need to know what the staff from other departments recommend. For example, if you are asked about the acquisition or deposition of certain property perhaps you need to have recommendation beyond the library staff, from a property services staff member.

Another responsibility that your library has is to keep you fully informed about the services that it provides to the community and special projects undertaken. The library also need should keep you informed about legislative matters that may affect it directly or indirectly. You need to be kept informed about bills and budgets pending before both the State Legislature and Congress which may be either beneficial or harmful to the library, so that you can take appropriate action as a board or as individual citizens concerned about library services.

Ideally your library should support board members' participation in state and national organizations of trustees. Few libraries can afford to provide funding for travel expenses to national conferences for board members. If the budget is sufficiently flexible, this is certainly desirable. Support for

your membership and participation in state level organizations of trustees (and here in California I mean CALTAC of course) can be afforded by almost any library.

In turn, you as trustees, commissioners and advisory board members have responsibilities to the community and to the library. You are responsible for learning as much as possible about the library and for understanding and respecting the responsibilities and roles of all parties involved. Recognize that you are part of a team, working cooperatively with the City Council, City Manager, Mayor, Board of Supervisors, other governing bodies, and Head Librarian and other staff for the benefit of the library. Occasionally, you will find yourself in a situation where you do not believe the elected officials responsible for your library, that working with you to improve the library. Perhaps they are negative about library services or indifferent. In that case, it is your responsibility to make these public officials realize that it is good politics to support libraries, and to be part of the team works for their improvement and well being.

You are responsible for being familiar with your community and for participating in board activities, for attending meetings regularly, for reading background material and taking an active part in the meeting once you are there. You are responsible for learning how to work together cooperatively with all involved, learning how to disagree as the case may be in a pleasant and professional way and not taking disagreement personally. You are responsible for learning to see different viewpoints and accepting the fact that everyone has something to contribute and that not everyone will always see

eye-to-eye. You are also responsible for communicating community needs for library and information services of which you are aware; advocating for them to the library staff and to the rest of the Board.

You are responsible for communicating the library's requirements, financial and otherwise, to your city or county, funding agencies at the local level, and to members of the Legislature and the Congress who represent your area. You are also responsible for speaking up when harmful legislation is being considered.

You are responsible for sharing the library story with the community. You can be one of the most effective public relation agents for the library. This may involve public speaking appearances, either with your library director or individually. Get briefed by your library director about the concerns and services that he or she thinks that the community should be aware of. Recognize that one of your responsibilities is to be realistic about how much you expect your staff to do and plan to participate yourself in public relations opportunities.

Support any Friends of the Library group which exists and help them get organized if they need such assistance. The Friends' role is to serve as a funding and public relations advocate for the library in the community, in other words, to serve as a support group for the library. As a trustee, you can help them in a variety of ways.

Now, let us turn to the responsibilities of the library to the community. As I have mentioned there needs to be good cooperation between trustees, commissioners, advisory board members and the

library staff in order to fulfill these responsibilities. None of you can do them alone. First of all you need to have a mutually understood recognition of the role of your library in the community. Generally it is the role of the public library to make available books and other materials which meet the educational, informational, and recreational needs of the community. This generalized statement might well be adapted in a way that uniquely states the goal or mission of your own community library.

In Riverside, for example, we have such a goal which was formulated by staff, reviewed by our advisory committees, and adopted by our Board. We use it as the goal statement in our annual budget presentation. It goes something like this: "The goal of the Library is to provide and protect access for all residents of its service area to published materials in all formats and to inform them both of the availability of these materials and also for the benefits of their use." In order to carry out a generalized statement of your goals, you as a board and your staff must know the community to know its needs. This means awareness of demographic characteristics such as the ages, educational attainment, economic status, ethnic makeup, racial/cultural minorities, and the existence of handicapped, isolated, illiterate, or institutionalized individuals or groups within the larger community. You need to be aware of the business community, and the arts community.

You also need to know other resources in the community which provide educational, informational and recreational services. Perhaps the most obvious ones are the schools, the park and recreation districts, and information and referral agencies. But there are a wide variety of groups and organizations in any community that work in these areas. The most effective way for the library to serve the community is to work in cooperation with such groups and organizations, not to duplicate their services or resources but to refer people whose needs can be most appropriately met by other agencies to them. It is very effective to tie in special programming at the library with community-wide celebrations being sponsored by city councils or chambetr of commerce rather than do programming in a vacuum.

One of our primary obligations to the community is to provide a collection of materials that is responsive to the community needs and representative of their interests. This is difficult to do for most public libraries which serve extremely diverse populations. It is easier to do in small communities which are more nomogeneous but it is a challenge everywhere especially when funding resources are limited. t is important that funds for library materials be allocated as fairly as possible to all the different needs in the community and subjects of interest to everyone. Materials should be available at age and reading levels useful for the library's community, including those adults that are learning to read. Materials should be available in all the languages desired by the people in the community. Formats of materials available should respond to the interests and learning styles of everyone in the community. This means being aware of new formats that are desired by the community such as videocassettes and compact discs.

Not only does the library have a responsibility of collecting and

making these materials available, but it has the responsibility of making these materials accessible. One of the primary aspects of accessibility is the library's hours open for service. Are the hours convenient for the community? Are we open when people can actually use the library, when they are home from their jobs from commuting, when they feel secure going out, during hours that are convenient for their social, shopping, school, and work lives?

In terms of accessibility, the library also has a responsibility to make its building and its parking as convenient and accessible as possible. It is important that its location be one that is visible and convenient to its users. Signage should clearly show where the library is. It is important that the library be accessible to the physically handicapped and that physical arrangements and the layout inside the library be convenient, attractive, welcoming and conducive to use.

We also need to be sure that our cataloging and classification schemes and tools are easy to use and appropriate for the intended users. This is more difficult than might be anticipated and in recent years, due to economic pressures, libraries have had to standardize and use national standards for cataloging and classification. We have also had to begin to use new types of machinery for access to catalog information such as microfiche and microfilm and even on-line access. In many cases we have abandoned the old traditional and familiar card catalogs. When there are strong economic reasons for doing this, it must be done but in implementing these changes libraries need to take steps to help the user adjust to them.

One of the primary responsibilities that a library has in making materials accessible is the quality of its staff. The staff must be friendly and helpful; they must speak the language of the people in the community library; they must make the people coming feel comfortable and welcome; they must not be too busy to help. Where the people in community perceive cultural differences between themselves and library staff, the library must make every effort to find bi-cultural staff members who can help make those members of the community more comfortable in using the library. If bi-cultural staff cannot be located, the library must be sure that the staff it does have are aware of cultural differences and are supportive of the various cultures in the community and are sensitive to cultural differences.

Another obligation that the library has to foster accessibility is making the community aware of its services. Efforts need to be made to publicize library services and to make them commonly known as any other service in the community. Traditional means of publicity are fine and one way to do this. A more aggressive approach, commonly called outreach, is also needed in many communities. Outreach is working actively with groups in the community who may not traditionally use library services. Outreach makes them aware of the library's services and of how they can benefit. This may include work with social service agencies in the community, with community organizations and ethnic and minority organizations. It is very labor intensive. During recent budget crises in California a great deal of work in this area has been reduced, but it is still needed and Libraries and trustees must be sensitive to restoring staff levels to the point where this function can be fulfilled.

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Another responsibility which the library has to its community is to uphold the principle that basic public library services must be free to the user. Part of the American way of life is that the public library does not charge for a library card or to check out materials or for use of its references services or attendance at its programs. Basic services must be free just as attendance at public schools is free. No charges must be imposed which would inhibit individuals in the community from using basic library services or which would introduce an element of economic discrimination in determining who has access to library services and information. You as trustees and your library are responsible for upholding this principle for protecting the rights of all people to basic library services.

You do have the right and responsibility to set reasonable fees for special services. Unfortunately there is no clear definition of what is a basic service and what is a special service. You as trustees must help make that determination using the recommendations of your staff, historic development of public libraries in the United States, and what little guidance is available in the form of a State Attorney General's opinion on this subject issued several years ago.

Another responsibility which the library has to its community is to provide materials on all points of view on controversial issues and to not allow the library collection to be used as a tool for special interest groups in promoting their own ideas or to exclude ideas of which they do not approve. Just as the free press is an important component of democracy, so are free, uncensored, broadly representative library collections which include all points of view and materials which may be offensive to some, but are an important aspect of the American democratic way of life.

The library is responsible not only for providing a broad collection but also for defending challenged materials from attempts for censorship. A good guide and support for libraries in carrying out this responsibility is the Library Bill of Rights of the American Library Association. This statement should be a part of every library materials selection policy and be formally adopted by the board as a part of that policy.

Another responsibility the community library has to its public is to preserve materials. I am talking about a very special kind of material which no other library is going to collect - local history materials and local newspapers. Community libraries in the United States are not generally research libraries. They do not have the responsibility of forever maintaining and preserving, for the historical record, published materials of any kind except local history materials, including local newspapers. We can count on the Library of Congress and the major public and private academic research libraries, and special libraries of this nation to preserve most original research materials. However, in the acase of local history, though the public library has the primary responsibility to preserve materials related to its area.

Another obligation the library has to the community is very critical and that is quality of its staffing. The library has the responsibility to fill both the head librarian position and all positions with the very best people

it can possibly find.

The library should be adequately staffed to do the job of collecting, making accessible, defending, protecting and preserving materials and promoting awareness of their use. If the library does not have sufficient staffing to do all these things well, then it must choose what its priorities will be. Many of us in California have been faced with having to set priorities within recent years as a result of budget cutbacks, and some of these responsibilities have thus suffered as a result. It is really the head librarian's and the trustees' responsibility to work together to try to get an adequate level of staffing so that a maximum of these responsibilities will be adequately fulfilled.

Another responsibility which the library has to its communities and which is shared between the librarian and the trustees is for the efficient use of the resources that it does have: funds, materials, budget, buildings, and equipment. The library should provide good management through the selection of good staff members and long-range planning, by assuring that its buildings are energy efficient, and by working cooperatively with other libraries in its area and statewide.
The library will demonstrate good management by using new technology as it becomes accessible. The library must be accountable for use of its funds. The library should engage in grantsmanship and fund raising. It should support and encourage the Friends of the Library groups' efforts to raise funds. The library should be concerned about the security of its resources.

Last but not least, I have spoken several times of how important the

quality of staff is to the service provided. Therefore the library has certain responsibilities to its own staff. Again, here, the trustees, commissioners, advisory groups, and the library director must work cooperatively to ensure that these responsibilities to staff are carried out. First of all, there must be mutual respect between the staff and the citizens involved in their respective roles and there must be a willingness to work in a cooperative manner.

Second, there must be fair wages and benefits for the library staff. Certainly, wages and benefits should equal those provided to other city and county employees if the library is part of a larger government. Comparable worth or women's pay equity has been an issue on the minds of library employees in recent years. Citizens involved with the library should support this effort to assure that library salaries are comparable to those paid to other types of positions which require similar levels of knowledge, skills and responsibility. Trustees must be sure that the library profession and support positions can attract and retain the high caliber of people we need.

We also need to be sure that there are decent working conditions, and that work schedules are reasonable. For example, if the community wants extra Sunday hours or morning and evening hours, it is a responsibility to the staff to be sure that sufficient resources are provided to make decent working schedules for the library employees and that they are not forced to take on added hours or less desirable work schedules without some kind of consideration. There must be adequate facilities for their breaks and lunch hours; there must be adequate security for their persons and possessions, for

example, automobiles in dark parking lots. The board needs to be aware of what it asks its employees to do and to take appropriate steps to secure decent working conditions.

The library has the responsibility to its staff to provide good inservice training and staff development opportunities. This includes the opportunity to join and participate in professional organizations. I have observed over the years that libraries are repaid thousands of times over in improved performance for the minor costs of staff attendance at professional meetings. Attending conferences and professional meetings give staff increased knowledge and networking abilities that benefit the library.

The responsibilities of community libraries are many, varied, and challenging. How well fulfilled they are depends on many variables. The caliber of the staff and the board and their ability to work harmoniously is probably the most critical. The level of funding is also critical and both Board and staff have a responsibility to work for improvement in that area if needed. The public conception of the library is another factor. Do people think of it as something that is nice to have around or is it a vital service to the community? If they think of it as a nice thing, and you want to change their attitude to recognize the library as a vital service, because this something that cannot be done overnight. Expect it to be something worked on over a long period of time.

Other variables include what kind of citizen support the library has. Does it have an active Friends of the Library group? Does it have a number of volunteers who are willing to contribute time and

energy to helping it through the Friends of directly by volunteering in the library? These factors also play on how well the library can fulfill its responsibilities.

Fulfilling the challenges I have described is very rewarding to both staff and citizens such as yourself who are involved with libraries. When you can see the results of your work bearing fruit in good library service in your community, with improved buildings, improved collections, services that are reaching a greater portion of the population, individuals who are learning to read through literacy projects, or children awakening to the joy of reading, the personal satisfaction can be tremendous. I think that is why we are all here.

We know instinctively that our libraries can be powerful forces for good in peoples' lives and in our communities. The fact that you are here today to learn about these matters tells me that your libraries are already strong and that they will become stronger because you are part of the team that is helping them carry out their responsibilities to the community and the staff.

⑤

CALTAC is an independent chapter of the California Library Association (CLA), providing means for exchange of points of view with the professional organization and making available services vital to *CALTAC* operations.

CALTAC encourages its members also to join the CLA, to receive the *CLA NEWS LETTER* to keep abreast of all California library concerns. *CALTAC* suggests further that its members designate the California Institute of Libraries (CIL), the library administrators group, as their constituent organization in the CLA.

THE PERCEPTION OF LIBRARIES
AS INFORMATION CENTERS

by
Larry Orenstein
President and Creative Director
Orenstein Savage Advertising Agency, Sherman Oaks

V I T A

Larry Orenstein is president and creative director of Orenstein Savage, an advertising and marketing agency located in Sherman Oaks, California, with clients as far away as Santa Monica and as close as Santa Monica and as close as Boston, Massachusetts.

His professional awards as a communicator range the fields of writing, art direction, composing and TV production. Before forming his own ad agency he was creative director for major national agencies, including Doyle Dane Bernbach and D'Arcy, where he wrote, directed and produced commercials for Bank of America, Gallo, McDonalds, and for desert -- Baskin Robins.

A graduate of UCLA in English Literature, he began his professional career as a jazz trumpet player. And if you happen to have a record collection from the days of the Big Bands, you can hear him featured in the orchestras of Ray Noble, Paul Whiteman, Bob Crosby, and in the staff orchestra at ABC and CBS.

He says he got into advertising when he made a wrong turn in the hall at NBC.

Larry brings to his clients, and to us today, a fresh approach to problem-solving, and some creative insights to the promotion of libraries as information centers.

"The Library as an Information Center." What a challenge that is to anyone who is an information professional! For nothing is driving the changes in today's changing world more than information technology.

I suggest that we cannot take the functions of the Library for granted. And so I ask; in today's world, what is an information center?

* an information center is a 13-year old kid on his PC. who cracks the Department of Defense access code and distributes classified information to his on-line buddies.

* A information center is a computer bulletin board listing credit card numbers and other information personal personal information lifted from TRW's computers by an enterprising college student.

* It is Tower Records, with cassettes, compact discs, books on tape, videotapes, lazer discs and computer games.

* It is PC Magazine, with mail-order floppy disc programs for business management, account-ing, correspondence, stock purchases and a thousand vertical applications.

* It is a on-line database that give you up-to-the-second information on the news, the stock market, the weather, the economy and let you do your thinking, your shopping and even conduct romantic liaisons without leaving the house.

In other words, in today's world, an information center is not just a collection of books.

Storage of information, its distribution, access and retrieval has undergone a revolution. And unless we, as information professionals, refocus our thinking -- and our Libraries -- we are in danger of losing our relevance to today's world.

As we know, Industry survives or fails, based upon its ability to adapt rapidly to changing technologies. We all know about the "Smart Office." Let's start thinking about the "Smart Library."

Now, I'm not suggesting merely that libraries and librarians equip themselves with modern technology. Indeed many libraries have extensive computer hardware and softwar, electronic games and instructional, interactive softwear CDs.

What I am suggesting is that we broaden our perception of what information is, and how people today are affected and motivated by information technology. And that, in this light, we re-examine how a library can promote itself, and become more vital and more relevant in its community.

But first -- a disclaimer. By "promotion" I'm not talking about "public relations" as it is commonly practiced today (press releases, etc). My expertise is in a rather different field: marketing and advertising. Briefly, marketing and advertising involves defining the target market or constituency for a product or a company; defining and clarifying the product and company itself, and devising the creative, innovative changes and programs that enable

the product and it's potential target market to successfully interact.

So for our discussion today, the "Product" is the Library and the "Market" consists of the Library's users and non-users (the literate, the illiterate and the Aliterate) as well as the Political Structure that is needed to support and fund the Library.

And so I'm going to freely associate, and come up with several ideas that you may or may not find useful. You're the Library pros; I'm not. What I hope to do today is introduce you to a <u>process</u> -- a process of creative exploration in which we're all invited to brainstorm and come up with ideas that can create new relevance for the Library in today's society.

<u>The Library as Nerve Center of the Community</u>

Let me start by suggesting that we conceive of <u>the Library as the Nerve CEnter of the community.</u> There are business people, artists, editors, archaeologists, doctors, poets, educators, musicians and playwrites out there, and all have issues of critical importance to them, that can also excite involvement with the Library. Lets turn the Library into a forum for them; let's use our multi-purpose rooms tc <u>involve</u> the community. Get the <u>community into</u> the Library and make it as fami<u>Tiar</u> to them as their own houses.

I can hear you saying that most Libraries have on· going exhibits by local and school artists and craftspeople, and lectures on current events. But i am talking about mounting a major Outreach concept to <u>dramatically broaden our user and supporter base.</u>

How?
<u>Piggyback on Local Current Events and Issues?</u>

Every local newspaper is filled with events to which the Library can add dimension and reap benefits for itself:

*   The High School is doing "Man of LaMoncha." Why not promo the event with a preview concert reading of the score by the principals? An exhibit of Spanish costumes?. Books and a discussion of Cervantes and 16th Century Spain? The reason for his imprisonment and its relationship to freedom of thought in the world today? Background bibliography? Why not a contest to describe your own "Impossible Dream"?

*   A local day-nursery is being honored by the Chamber of Commerce for its 70 years of service to the community.

*   Why not an exhibit of archival photos? An invitation to their ex-teacher and their alumni, (by now, at least two generations of them). Why not a symposium and exhibit on the History of Child Care, from Cotton Mather mentality to Dr. Spock to current concerns on child abuse? With books available, covering the entire agenda.

*   Highlight an "Issue of the Week".

Announce the books you have available for reading up and backgrounding up on current issues of interest: Hostages, the independence of the judiciary. Baseball, make this a regular item in the PR releases in the newspaper and on radio and TV public service spots.

Create Events

* Set up Oral History series of interviews on audio cassettes and video tapes. Every community has people with relevent untold stories. Find the 80-year-old World War I nurse who can be interviewed to tell about nursing in 1918. Stimulate interest with books like Remarque's All Quiet on the Western Front. Tie in with school history classes and have a Q and A session.

 Find the survivors of concentration camps. Find the old vaudevillian who can spend some great untold stories of the old days of show business.

 People all around us have stories waiting to be told in your Librarie's Oral History Series. The Library and the Community will be the richer for it.

* Start a Great Foods Month

 Why not honor your local restaurant by asking each chef for a favorite recipe that you'll put on exhibit at the library. Maybe you'll wind up with enough to put out a cookbook/newsletter for the event with a short history of each of each recipe, and a list of the great cookbooks you have at the Library.

* Adopt a Library. In the L.A. School District alone there are 55 languages spoken. Reflecting the multi-ethnic communities we have become, why not adopt a sister-library in another country? Exchange books, records, letters. This is a logical fallout from the concept of a multi-lingual library.

* Set up Community Activists Awards. There are people all over your community doing good but quite works. Find them. Honor them with a Golden Library Card. Have an exhibit of their goals and accomplishments. Have the books to background it.

* Make the Library card a big deal! It's the best credit card of all. So treat it like the Key to the City. Present an honorary Library card to visiting notables, and "special" people.

These are just a few ideas. The possibilities are endless. Watch for ideas in the newspapers. Keep your ears open. Brainstorm. Let the ideas flow, from your staff, from your support groups.

And above all, be fresh and innovative. Remember that the Library is the Nerve Center of the Community. It reflects all sides of all issues.

Of course, you must publicize and promote these new programs in the traditional manner. With press releases do all the media. Go on interview shows yourself. You, representing the Library, are news!

And remember your objective: an Outreach program to increase the Library's relevance, user base and impact in the Community.

But I suggest there is a need to do even more, to broaden support for the Library in the political and corporate environment:

Form Liaisons With Political and Corporate Decision Makers.

Form a Friends of the Library media Advisory Sub-committee - a support group with newspaper editors, educators, TV news directors, radio station managers, reporters, etc..

Wouldn't it be great, if, as a result, the newspaper carried a few lines after each important news story, listing available books for follow-up reading - courtesy of the Library. Or, if the newspaper carried a regular feature "What's New at the Library?

Or, if on national holidays each local radio and TV station carried Library public service spots relevant to that national holiday? (e.g.:on President's Day "Lincoln said_____" and you can find out what else he said by checking out Carl Sanburg at the Public Library).

A question to be faced: how do you get the aditional help needed to implement all the above ideas?

Well, perhaps you might convince the schools to give course credit for Library volunteer work.

Perhaps you might convince your corporate friends to fund modest payments to Library interns.

And certainly, the additional impetus and attention you've created for the library with your Community Outreach concept, and your vision of the "Library As The Nerve Center of the Community" - certainly these activities will help convince the political and legislative power structure of the community that it is indeed good

politics and self interest to enthusiastically support the public library!

In summary, I'm suggesting that in order to broaden the use and support base, and make the Library a more effective element in the community, we must first classify our perceptions about several things: what the community is today, what information is today, and what the Library can be tomorrow.

I'm suggesting that we, as much as possible, understand and utilize the new information technology, that we become more relevant to the community by creating an imaginative series of interactive Outreach programs, and that we utilize this new relevance in broadening our support base in the political and the corporate communities.

Imagination, faith and industrial energy - these are the tools we can use to build and promote a more effective Library, and as the consequence, a more literate, democratic society.

Thank you for the privilege of being with you today.

TO JOIN CALTAC

"Membership in CALTAC is open to everyone who is or has been a trustee or commissioner or member of an advisory board of any library or library system in California."

CALTAC By-Laws.

CALTAC-WILL   1984-1985

PROCEEDINGS

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES AND COMMISSIONERS

Regional Workshops in Library Leadership

CURRENT LIBRARY SCENE IN CALIFORNIA

Presented by
GARY E. STRONG
State Librarian of California

I am pleased to have the opportunity to participate in the Regional Workshops in Library Leadership. You are the necessary support to ensure the success of libraries in California. The recognition of public library needs by citizens is very much in evidence across California.

The defeat of Jarvis IV (Proposition 36) is the most significant evidence of this shift since Proposition 13. The passage of that initiative would have been devasting to local library service. We must not be satisfied or be complaisant with this one battle won, however. The threat will be there again and library services will have to continually face these challenges.

As we consider library services today keep in mind several factors influencing library development.

- One out of every ten people in the United States live in California.

- 25% of all jobs today in the United States are in Texas, Florida and California.

- High school drop out rate statewide averages thirty-three percent with some districts as high as seventy-one percent.

- At least one in five adults cannot read well enough to write checks, read the want ads, fill out a job application or buy groceries.

- We are entering a new age of "learning work" where we must continue to learn to keep pace with the work that we choose for our lives.

- Public libraries are an integral part of community life and of the learning society.

I would like to provide an overview of what is happening in California libraries today. I hope that your commitment to supporting our libraries will be strengthened. One of the continuing questions facing libraries in justifying their services is "Is anyone using libraries?" This past year, the State Library contracted with the University of California at Davis, Institute of Governmental Studies to update the Information Needs of Californians study which was first completed in 1972.

Under the direction of Brenda Dervin, the study developed a new picture of Californians. Project interviewers conducted in depth interviews with over 1,000 Californians statewide ages 12 and over. I would like to share but a few of the findings:

- 81% of Californians were able to recall their last library use. Of these, 50% reported that their last contact was within the last month.

- Perhaps most important is the result of showing that on the average 29% of the Californians reported using libraries as a source of information in meeting their needs. This was an increase of 7% in the 1979 study.

- In 1979 libraries ranked 7.5 in frequency of mention. In 1984, they moved up three ranks to 4th.

We are currently following this study with an examination of how libraries help people. This very specific study will hopefully provide an in depth examination of the human aspects of library services. If we can relate these "helps" in lay terms to our funding agencies, then we can make what it is libraries do well more meaningful.

Data from an analysis of the annual reports from public libraries for 1983-84 seems to bear this out. Reference activity at 35,662,871 questions answered was up a significant 9% over the previous year.

During 1983-84 there were 2,847 public library outlets. These were open a total of 40,338 hours per week. Total library staff totalled 8,571 full time equivalent positions. Both hours and staff had increased one and one-half percent over the previous year Volunteerism in libraries maintained a strong upward trend, the equivalent of 472.94 fte an increase of 10.5%.

Library operating expenditures were $300 million. Expenditures for materials totalled $43 million an increase of 13.7%. Public Library Fund money from the state accounts for some of that increase. Estimates of expenditure for 1984-85 are $341 million.

The State budget outlook is also promising. The Governor did recommend an increase of funding to the public library fund bringing it to $15,250,000. We estimate, however, that an appropriate of 31 to 35 million dollars is required to meet the state's full share of ten percent. We will have to continue to tell our story. The final state budget for 1985-86 appropriated $18,300,000 for the public Library Foundation Program.

The governor recommended stable funding for the resource sharing programs under the California Library Services Act, plus a cost of living adjustment of $288,000 bringing that amount to $7.5 million.

The Governor has also recommended an increase of $1,000,000 for the California Literacy Campaign stating that "preliminary results of a review of the CLC indicates that the program is achieving its intended results in a cost effective manner." It appears that we have enough money to continue the projects that are currently funded.

Under our federal program for local assistance we will be able to maintain our grant programs and have also received funding to support public library construction. The President, however, has recommended zero

funding for LSCA for the fourth year in a row. In addition, there is new threat to the postal subsidy for free matter mailing for the blind and support for non-profit and library mailing rates. These changes could be devastating to programs which depend heavily upon the mail service for their success.

We have had funds included to expand hours at the Sutro Library and to continue our newspaper microfilming program. The State Library will also assume responsibility for the Legislative L'brary in the Capitol enhancing our service to the Legislature and the Executive Branches.

If the Budget makes it through the entire process, we will have a total budget of $51 million for 1985-86. It was $37.5 million in 1984-85. We must rally to support that in the Legislature and work to achieve full funding of the public library fund.

Two other bills of importance to our programs have been introduced and will be considered during this session. AB718 "Students for Literacy" would appropriate $400,000 for work study programs in support of our public library literacy program. SB1220 would create a $300,000,000 Public Library Construction and Rennovation Bond Fund.

Money is of course the grease that keeps the wheels turning, but we also face other challenges as well. The growing trend toward censorship, the privitazation of government information, and the seemingly anti-intellectual movements are all on the increase. Libraries will continue to have to fight hard to maintain our policy of free and equitable access to information for all citizens. The Literacy Campaign is tangible evidence of our continuing attempts to remove barriers to information for all Californians. As we examine changes needed in the California Library Servics Act, we must be sure to protect access to all library resources across California. We must strengthen our partnerships and links to other groups and organizations.

Likewise, the technological age continues to have tremendous impact on library services. The microcomputer continues to break down prior institutional barriers and brings information directly into the home. Our microcomputer literacy efforts are a continuing attempt to assist public libraries in this area.

You are important in keeping public libraries alive and moving forward. Your commitment by being here today - by learning through the workshops - by contributing your time and talents - by caring - is so very important to the well being and health of our public libraries.

A DAY IN THE LIFE OF A LIBRARY -- A TRUSTEE'S VIEW

Presented by
Bea Chute
Trustee
Arcadia Public Library

We are going to spend a day in the life of a library from a trustee's view. This could also be the view of a commissioner, a librarian, a Friend or a library advocate. There will be a board meeting tonight to work on the budget and we need to do some planning for the future. So we are going to the library early to look around and make some notes.

LOCATION

As we drive to the library let us think about location. The main library is usually in the center of the city and accessable by public transportation. You may have branches and a mobile library as well. You may have had to make some difficult decisions regarding the closing of branches.

BUILDING AND GROUNDS

When we arrive at the library let us look at the buildings and grounds. The parking lot should have adequate parking and good lighting at night. Most libraries have book drops and handicap access. Check the exterior for maintenance, landscaping needs and paint. Arcadia successfully solved its graffiti problems by using anti-graffiti paint on the front of the building. A check of the rear of the building should include the loading dock and trash bins. There should be adequate and safe parking for the staff.

The interior arrangement should be adaptable to change and new equipment. The staff should be able to supervise the public areas while they are at their desks and, if one desk is closed, another librarian should be able to supervise that desk.

A check of the interior facilities should include the condition of the paint and carpet. The lighting should be good and arranged so that it does not hamper flexibility. Arcadia realized after remodeling the restrooms that, had dark grouting been used with the tile work, writing on the walls would not show and a drain in the floor would have been a good idea. Utilities are so expensive now that, in Arcadia, the lights are not turned on in the building until five minutes before opening.

STAFF

The first thing a patron sees when entering the library is the circulation department. As the saying goes, "You never have a second chance to make a good first impression." This may be the only place in the library where a person to person contact is made so it is good public relations for the library to have those on this desk

who enjoy people and can give a cheery greeting as patrons enter the building.

Do you all know who hires the staff? An Administrative Board hires the library director and may or may not approve the hiring of other employees. An Advisory Board may advise in these areas.

The following are some things to consider to help maintain the moral of the staff. Are salaries comparable with those in libraries in the surrounding areas? Are the staff restrooms in good condition? Is the staff room properly equipped for lunch and coffee breaks? At Christmastime in Arcadia the Board members make Christmas cookies for the staff.

If the library has a volunteer program it should be on a professional basis. All rules and regulations should be in writing. Should you be considering such a program, it is very important to reassure the library staff that their jobs are secure. Trouble can develop if the staff feels there may be a staff reduction due to the introduction of volunteers. A volunteer coordinator should be in charge of volunteers. Then all problems from the staff should be channeled by the librarian through the coordinator. And problems of the volunteers should be channeled back through the coordinator to the librarian.

The Friends are some of the library's greatest supporters and they raise funds for non-budgeted items. They can be a great help in involving the community in the library and should be made a party to the problems and opportunities in the library. They are also a source for grass roots political action for they can approach a city council in a way that trustees cannot.

LIBRARY MATERIALS

Books are the heart of the library but many libraries also offer cassettes, records and films. Who selects these materials? Of course you all know that selection is the job of the professional staff.

Trustees do, however, have some responsibilities in this area for they must establish the guidelines for the selection of library materials. These are policies and should be in writing and should be voted on by the Board. Also, most libraries vote to adopt the Library Bill of Rights.

Complaints regarding library materials do arise and each library should have a procedure for handling these. Arcadia uses a "Request for Evaluation of Library Materials" form which is based on the ALA form. After being presented with this form and a copy of the Library Bill of Rights the patron is usually satisfied and lets the matter drop.

Different libraries have different areas of excellence in their collections and belonging to a System allows your community to benefit from access to this wider range of library materials. Membership in a System then, provides not only a network of collections but of information as well.

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The Lay Systems Board is a leveling influence and represents the community. It can be influential in assisting the Systems Council choose programs and it should be supportive of those programs and responsible for interpreting them to the public.

The Board of Trustees should review the schedule of fines and fees periodically. The fines should not be too high to discourage returning books. Some libraries have been successful in offering a free day to return books. Fees are charged for special services in many libraries.

Trustees need to ask themselves if they are providing what the community wants and needs. Books should be checked to see if they are circulating or if they are never off the shelf. Does your library have senior citizen patrons who need large type books, or new immigrants who need English as a second language materials?

LIBRARY USERS

Now it is time for the library to open and the patrons are arriving. Do you know who they are? In the morning you will have preschool age children and adults, many of whom are senior citizens. Local schools, both public and private, can be contacted to suggest class visitations. In the afternoon the children's room picks up and your library may offer children's programs. Local businessmen may be using your library during the day. In the evening the library may be filled with students some of whom may cause a discipline problem. Acradia uses an unarmed guard with

good success and another library uses college age monitors to maintain order.

The Board might consider a survey of library users. While a community doesn't always know what it wants in the way of services, a survey will show how the library is perceived by the community, both by those who use the library and by those who do not. Also, because of the contact with the community, a survey is a good public relations tool. In one library Advisory Board members annually survey English and Social Studies classes regarding the local public library and report to the Board.

A survey can also be a valuable tool in planning for the future. Lee White's material on planning in Proceedings I is excellent as is A Planning Process For Public Libraries by Vernon E. Palmour, Marcia C. Bellassai, and Nancy V. DeWath, published by the American Library Association.

THE BOARD MEETING

It is now evening and time for the Board meeting. These meetings should be regular, open and publicized. An agenda should be sent to all trustees ahead of the meeting with supporting materials including minutes, correspondence and financial statements.

Trustees should come prepared with their Trustee Manuals. These manuals may be relatively simple or large and complex depending on the library district. But they all should include the source of the Board's authority whether it be a city charter, state law, or state codes and applicable ordinances;

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the objectives of the library; and policies of book selection and the various departments. The Trustee's Manual should also very clearly define the role of trustees and the role of the librarian. Basically the trustees set policy and the librarian is hired to administer the library. Trustees, then, should "hire a qualified librarian and let him do the worrying." They should not become involved in the day to day operation of the library.

If a new trustees is joining the Board he should be given a complete orientation including a tour of the library public rooms and staff rooms. He should be provided with a Trustee's Manual and a calendar of Board, Budget and Friends meetings. Helpful publications are the Tool Kit, written by a CALTAC writers team and published by the State Library and The Library Trustee - A Practical Handbook, by Virginia Young.

Public relations is a responsibility of the Board of Trustees. The Board should be able to articulate what the library needs, and have good relations with the local press. Newspaper and local cable TV publicity of activities may, however, be prepared by the staff. The Board should be able to cooperate with other community groups such as school districts and hospitals. Good relationships with local businesses may open up the possibility of contributions and grants.

Trustees should be aware of library legislation. They should know their state legislators and,

more importantly, have them know the library. Remember, these same legislators will be voting on funding for libraries such as the Public Library Fund.

Trustees should also know their local government officials. In a charter city trustees should know the members of their City Council for this is where the library funds are allocated. In Arcadia, after an election, each new Council is invited to a continental breakfast at the library. Each member is presented with a library card if he doesn't already have one, which sometimes has been the case. During a tour of the library each trustee makes a short presentation regarding some phase or some new service in the library. It was due to the good relationship that the Board has with the City Council and a survey and letter to the City Council from the Friends that Arcadia recently received funds to reopen the library on Mondays. Some cities have a liaison from the City Council who sits on the Library Board and in one case the Library Board meets with the City Council every six months. Communication should always remain open and trustees should never let the local officials take the library for granted.

BUDGET

An Administrative Board is responsible for the adoption of the budget. The librarian usually prepares the budget along with the Board budget committee. There may also be input from the staff regarding the proposed budget. Since trustees represent the community, input from Advisory

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Boards should also be welcomed. During our day in the library we have noted various needs. Now we must decide how much to spend in each area and, with limited funds available, some hard decisions must be made.

PLANNING FOR THE FUTURE

Along with the budget libraries must plan for the future. If they do not the pattern of service may go on without review, and what has been done in the past will determine what is done in the future. Rather, some planning should be done. Trustees should be involved in this because they represent the community and are a liaison with the political process. Groups such as the Friends are strong supporters of the planning process, and the results of a survey can be very helpful in formulating a plan.

Planning, then, first reviews the existing service program. Then, among other things that need to be considered are the following:

1. Does the size of the library serve the community? Is a new library needed or just an addition? Or will remodeling be sufficient to provide needed services?

2. Should services be expanded to satisfy the public demand? Perhaps equipment such as typewriters and computers would be a welcome addition. Updating of current equipment including readers and printers should be considered.

3. Library jurisdictions often experience changes in population. Senior citizen needs should be recognized where there is an increase in the older population. The number of children may be increasing or deceasing. A population change may indicte a need for foreign language books.

4. A capital improvement budget should be made for at least the next five years. Each year this should be reviewed and a new year added. Maintenance or replacement of furnishings and equipment which we have noted earlier should be included here. If the loss of books is high, a security system might be investigated. The cost of lost books, however, must be weighed against the cost of a security system as the security strips used on books are expensive. In Arcadia we put the strips on reference books, new magazines, popular fiction and nonfiction, self-help and astrology books, and in other catagories on every fourth new book. This system has proved to be very successful and cost effective for us.

Once the library needs are determined priorities must be established, and these must be based on a clear public benefit. Modifications and alternatives may be considered but they must always have a relevance to the community. A plan may result in significant change but, if it is based on surveys, its credibility will be increased and it can be defended.

Today agencies require justification to increase funding as we are now competing with other agencies for funds. To ask for additional sevices libraries must have a plan, and then a request for funding will have a greater expectation of being granted.

Planning is a continuing learning process for libraries need to look to the future so that they are not left behind. And libraries must improve the quality of life in the community. They should be concerned with not just the possession of books but must make a difference in the real world. To do this each library must figure out its own needs, but the tools are available.

Dr. Daniel Boorstein, Librarian of Congress, in a speech at the General Session of the White House Conference on Libraries in 1979 said: "What any free country needs, is a knowledgeable citizenry ...Each of us must acquire knowledge for himself. Knowledge comes from the free mind foraging in the rich pastures of the whole 'everywhere' past. It comes from finding order and meaning in the whole human experience. The autonomous reader amusing and knowledging himself is the be all and the end all of our libraries."

This, then, is your trust.

The Board meeting is adjourned.

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES & COMMISSIONERS

Application for Membership, Calendar Year _____ NEW ☐ RENEW ☐

Name_____ Phone_____ Appl'n Date_____

Address _____ City _____ Zip _____

INDIVIDUAL MEMBERSHIP ($7.50) ☐ NON-VOTING SUBSCRIPTION ($7.50) ☐

GROUP MEMBERSHIP ($35 for 5 Board or Commission Members, plus $7 for each additional member.) **Please attach a form for each.** ☐

Are you also a member of the California Library Association (CLA)?

☐ Yes ☐ No

Please complete the following

	Present	Former		Present	Former
TRUSTEE, COMMISSIONER OR REG'L COUNCIL MEMBER	☐	☐	SAB MEMBER	☐	☐

Name of Library & Commission or Council   Name of Coop Library System

Check CALTAC activity most interesting to you

☐ Awards   ☐ Literacy   ☐ Legislation   ☐ Membership
☐ Publicity/Newsletter ☐ Program   ☐ Workshops   ☐ Intellectual Freedom

☐ Other _____

"MEMBERSHIP IN CALTAC IS OPEN TO EVERYONE WHO IS OR HAS BEEN A TRUSTEE OR COMMISSIONER OR MEMBER OF AN ADVISORY BOARD OF ANY LIBRARY OR LIBRARY SYSTEM IN CALIFORNIA." — CALTAC By-Laws.

Non-voting subscriptions from others are also welcome. Make check payable to CALTAC, 655 No. Fair St., Petaluma, CA 94952.

LIBRARY PUBLIC RELATIONS: OVERCOMING INVISIBILITY?

Presented by
AL CARLSON
Public Information Coordinator
Fresno County Public Library

Public relations skills are not esoteric arts taught only to a select few in the concrete jungles of Madison Avenue. Public relations (with its semi-synonyms of publicity, promotion, advertising, and PR) is just communicaion. True, it is a special kind of communication. But if you have learned to communicate well enough to leave your family and venture into the real world, you can learn the skills of public relations communication.

The special thing about PR is that it is communication with "leverage". Think of a long lever resting on a fulcrum with a 500 pound weight sitting on the lever's short end. Without the lever, you'd have to exert 500 pounds of direct upward force to move that weight. But with the lever you can lean casually on the long end and watch the weight rise into the air.

So, how is that like PR? Picture a group of 500 people. You want all of them to know that the library has LARGE PRINT BOOKS. If it took you one minute to tell that to each person, it would take 500 minutes to tell all of them. (That's a bit over eight hours.)

But if you put your information in a Public Service Announcement (a free ad on the radio), and mailed it to even one station, at least 500 people would hear it. With a little practice, doing that would take you maybe 15 minutes, start to finish.

But there's a catch. PR usually pays for its "leverage" by giving up "intensity". You don't listen to a Public Service Announcement on your car radio as attentively as you'd listen to someone looking you right in the eye while talking to you.

I'm not describing a "no win" situation here. Often a Public Service Announcement gives you all the intensity you need. I'm just saying there's no such thing as a free lunch.

Knowing what PR is, you have to ask yourself: It it necessary? Shouldn't people know about libraries already? And besides, is it moral? What if my mother finds out I've been doing PR?

Just to keep you on your toes, I'll answer those backwards. You should explain to your mother that the fast talking, snake oil salesman image of the PR person is no more accurate than the little old lady in tennis shoes stereotype of the librarian. Some PR is loud and brash, but much of it is subtle and refined.

As to those people who "ought" to know about libraries already, let me quote Tim Gallwey. When he saw his tennis students missing the ball because they were swinging where they though it "ought" to be, he said, "The ball is hardly ever where it ought to be, but it's _always_ where it is." Public Relations work for libraries is playing the ball where it is.

PR PLANNING

Like computer programming, PR is 60% investigation and planning, 30% writing, and 10% "debugging". Before you even begin to "do PR", here are some things you have to know.

What's your product?

Think of the public library and each of its materials and services as a set of products you have to describe. To make that easier, analyse each according to their five significant dimensions.

Physical--size, shape, location, convenience, weight, etc. For example, a book is great to curl up with and needs no batteries, but you can't jog with it the way you can with a Sony Walkman.

Social--how do people in your community feel about the library in the abstract? What is your image in the community?

Psychological--how do individuals feel about using the library personally? Do they think it's nice for a community to have a library, but don't want to be caught dead there themselves? Or are they book junkies who have to have their weekly fix?

Time--does your library and its services save people time? Cost them time? Operate at convenient times? Serve them time after time or just one time?

Economic--what does the library give back for the tax money it receives? Is it cost effective overall? In some of its parts? Can a person save or earn money using your resources?

These questions are just samples to help you get started. Take a long hard look at your library and its products and services and be able to ask--and answer--lots of questions like these for every one.

Once you know your product, you have to know your target audiences, everyone from the story time crowd to your state legislators. For now, list just a few target audiences and analyze them by:

Age, sex, ethnic background, associations, knowledge, sophistication, experience, numbers, affluence, interests, desires, importance, influence, values, loyalties, habits, prejudices, biases, fears, guilts, and vulnerabilities.

Yes, you're guessing a lot. I know that. What you're doing is drawing a _general_ picture of your audience. Not perfect for any given individual in it, but much better than nothing as a starting point.

With your product and audience firmly in mind, take a look at your messages. What do you want to communicate? In reality, you'll find that the work you just did on your product and audience will generate a flood of messages. All

you have to do is pick the best ones. (By the way, we're not at the final "slick" form of the message yet. This is still rough draft time. Don't worry if it sounds clumsy at this point.)

Now for a harder task. Pick a product, audience, and message and then ask yourself, "Who's my competition?" Who else wants to get my audience's attention? And what are they "selling"? You may find some surprises. Your friends in the League for Better Cities may be asking "your" legislator for lots of "your" tax money.

To balance that, ask yourself, "What makes me special?" Part of the answer to that will come from your knowledge of your product and audience. But if you want more ammunition, read "Megatrends" by Naisbitt. And wherever he says "information", think "library involvement". Be concrete in your thinking here; a "pay raise" is much more exciting that "resources that promote personal financial growth".

Last in this article, but first in real life, ask yourself, "What do I want?" If you don't want anything, don't do PR. If you do PR without knowing--clearly--what you want, you'll either not get it or, perhaps worse, get it and not realize it.

That covers the essence of Public Relations planning. Let's get on to writing.

PR PREPARATION

A good PR piece of any type puts the above information together in a form that utilizes these five elements of effective promotion.

1. First you have to get their ATTENTION,

2. Then you have to hold their INTEREST,

3. While you create a DESIRE, (This sounds a whole lot like high school seduction, doesn't it?)

4. And establish the CONVICTION that you alone can fill that desire, and finally,

5. Move them to ACTION!!

The sneakiest thing to do here is to make that action easy to perform. If it's difficult and time consuming, most people won't do it. When K-Tel dazzles you with a TV ad so you'll buy "Hank Snow's Greatest Hits", they give you a toll free number you can call right now.

You may not be able to get your target audience to "take ten steps forward" with one PR message. But if you can get him to take one step, and if you have another message waiting there that moves him one more step . . . . Get the idea?

BASIC PR TECHNIQUES

Are you ready for the basic techniques of writing effective PR? Good. Here they come:

Be clear. Write it so a dog can read it. Avoid the slightest tinge of jargon. Find a consultant who is bilingual in English and Stupid. (Not because your audience is stupid, but because your

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"leveraged" communication lacks "intensity". It has to be so clear that they can get the gist of it even if they're only half listening. Or half reading.) Be appropriately informal. Write the way you talk. Talk the way you do to a friend. Be truthful, but simplify the hell out of it. Only one idea per message. Be concrete, not abstract. Use short words. Use short sentences. And phrases. Use the active voice. Use pictures when you can. And don't take yourself too serio:ly; nobody else does. Do all that over and over again without ever stopping.

PR CREATIVITY

That's technique in a nutshell. Now lets cover creativity. Your best bet is to look for other good ideas and "steal" them. Notice those quotation marks around "steal". Actually violating someone's copyright is both pointless and stupid. All you really want to do is take a close look at the ads you see and hear every day and as you listen ask yourself, "How could I use this as an ad for libraries?" By the time

you've reworked it so it fits libraries rather than Lite Beer, you're in littls danger of plagiarism. And if you can't find some good ads in the thousands you're bombarded with each day, you're pickier than you need to be.

If you want to be creative on your own, but find you're having trouble, get three or four of your best friends together for a brainstorming session. Bring lots of beer or whatever you use to loosen up. Get really crazy, but try to write everything down. Look at your notes the next day; discard the obvious junk; and put the good stuff to work. If you want to know why this works, ask any good psychologist.

You can also read books, attend workshops and ask experts for free advice. Doesn't hurt; might help.

Give it a shot. Have fun. And remember Knesel's First Law of Advertising: The quality of any advertisement is inversely proportional to the number of fools who must approve it.

BIBLIOGRAPHY

"Inner Tennis: Playing the Game" by W. Timothy Gallwey

"You Can Negotiate Anything" by Herb Cohen

Any good book on asertiveness training.

Any good book on closing sales.

Virtually any book on how to do PR for libraries. (ALA puts out a dandy every year around National Library Week)

MONEY MATTERS: FUNDRAISING FUNDAMENTALS

Presented by
LINDA KATSOULEAS
Los Angeles County Public Library

In a time when public funding of libraries appears to be declining, money does matter, especially money from sources not traditionally exploited by many libraries. These sources of funding, private citizens, corporations, foundations and other non-profit groups, are being solicited by many public service agencies who are experiencing the same reductions in their budgets that libraries have been forced to contend with.

In order to compete effectively for these funds, library supporters and library staff need to learn the basic principles of fundraising. While there may be a rare magic moment where someone bequeaths 5 million to the library, almost all successful fundraising is the result of very hard work. The principles of fundaising are simple and apply to all campaigns. The attempt to raise $500 for a summer reading program deserves the same planning as a capital project drive for 5 million. After all, you intend to raise $750 for the program next year.

Anyone attempting to enter the fundraising arena needs to learn the vocabulary and resources in the field. When working with professional fundraisers, knowledge will save you time and money. A brief bibliography is appended, and

the California State Library provides both materials and workshops which are immensely helpful. The American Library Association and the National Society of Fundraisers are also excellent resources.

NEEDS ASSESSMENT

First, determine the Library's needs. No funding source will be willing to give its limited funds unless it can clearly see an urgent, specific need. A "new roof" is urgent and specific, providing "better service" is not. Be sure the library really has no other reasonable source for meeting this need.

Decide how to best raise funds for this project. Do you need annual on-going support or do you have a goal to be met in a specific time frame? Projects are usually easier to raise funds for. Neither individuals nor funding sources wish to be tied to unknown costs for an unknown period of time.

AGREEMENT TO FUNDRAISE

The second step is for you, the nucleus of your fundraising effort, to agree to fundraise. Asking others for funds is a risk taking activity, and it requires a real commitment of time, energy and your personal funds. The first question

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you will be asked is how much did you give? Do you really believe in the goal enough to ask strangers, family, and people who have very little income to give to your campaign? If so, you have agreed to fundraise.

It is important to remember that people give to people, not to causes. Your commitment will help others to give. People also give to peers. You will need to recruit people from the same group as your targeted donors and help those recruits commit to fundraising among their peers.

CASE STATEMENT

Next you will need to develop a case statement. Very simply, you will put the need and its cost in writing. The case statement may be one paragraph for an attempt to bring in support for a set of reference books, or ten pages for a campaign to build a new wing. The case statement is used to orient fundraisiers, as the basis for press releases, letters, speeches, brochures and all the other publicity efforts of the fundraising campaign. The more complex the campaign, the more important the case statement is, and the more likely you will want to have professional help in · 'ting it.

FEASIBILITY STUDY

The fourth step in the process of raising funds is the most crucial. It is also the step most likely to be omitted. You and your group must complete a feasibility study. Before you bring a campaign before the public, or submit a request to an agency, you must know it has an excellent chance of being successful. A failed campaign not only frustrates the original project, it also makes it very hard to find support for future projects. You can hire professionals to complete the study, especially if it is a large project, or you can do it yourself.

The study must be impartial. It is often difficult to listen when community leaders, the staff of foundations or corporations, or other agencies reject your campaign, but you must. The study will identify the major sources of funds, whether they are individuals or agencies, and the approaches which will be most effective with these sources. The details of conducting a feasibility study can be found in several of the publications listed in the bibliography.

LONG RANGE PLANNING

Armed with the results of the feasibility study, you now need to prepare a long range plan. Even a seemingly simple project, such as purchasing materials for the children's program, can benefit from long range planning. What will the library do next year if you do not plan to help?

Most major fundraising efforts take at least three years to complete. While any plan of that duration must be flexible enough to allow for serendipity, it must also be detailed enough to provide guidance through the many crises which will occur. The plan, using the case statement as its basis, will incude clear goals, time frames for those goals, leadership responsibilities, volunteer recruitment, marketing

strategy, evaluation points, and a BUDGET.

It is a cliche that it takes money to make money. While many areas can be managed with volunteer help, there are costs which range from office supplies through printing costs, postage, telephone bills, office space, equipment, to professional consultants. These costs must be considered before the campaign begins.

Record keeping is vital to any fundraising effort. Any attempt to skimp in this area makes evaluation impossible, follow-up with potential donors sketchy, and compliance with the IRS regulations difficult.

The plan should include the types of fundraising activities your campaign will use the specific people responsible for them. There are a number of excellent articles available from the Grantsmanship Center (see bibliography) which give detailed plans for special events, direct mail solicitation, annual giving campaigns, strategic gifts cultivation and other fundraising activities. These articles provide valuable insights into the why's and why not's, the do's and do not's of fundraising activities.

Many who are new to fundraising have "discovered" foundations and corporations and base their entire fundraising plan on these resources, avoiding all of the steps outlined above. This is why one large Southern California grantsmaker rejects 95% of the over 400 grant requests it receives each day. These requests are not even referred to staff because they do not meet the foundation's criteria.

If the grantmaker funds only science fellowships in Alameda County, a request for library capital projects in Smith County will not be considered. As a matter of fact, Smith County Library may become the topic of conversation in the small, closely-knit world of foundation staff. The bibliography lists resource materials to investigate foundation criteria.

FUNDRAISING

The specific, urgent need has been established, the reasons for the needs and the cost of meeting those needs have been clearly written, a commitment to fundraise has been made, a feasibility study has been completed and a long range plan has been developed. You can now ask for money.

Money is raised sequentially, large donors first. In a succesful fundraising campaign, 75% - 90% of the money is raised before a campaign even goes "public". By bringing in the large gifts first, the goals of the campaign are very likely to be met. The broad based support, which comes from the small donors, generates the recognition which rewards the large donors.

REWARDS & RECOGNITION

The long range plan should also include rewards and recognition for donors, voluneers and ...... for you. Identify and plan for rewards that meet the needs of the volunteer or donor and are appropriate for the level of giving. Is a thank-you letter enough for a $10 gift? A chance to publicly present the $500 prize appropriate for the donor? Should

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a building be named for a million dollar donor? Can a volunteer who donated 30 hours to a telephone campaign get a pizza dinner while the volunteer accountant is listed in the brochure? If these decisions are made as part of the three year plan, rewards will be consistent, appropriate and appreciated.

RISKY BUSINESS

Fundraising is a risk-taking activity. Even the most careful preparation will not guarantee s; cess, and, sometimes, even the most mismanaged campaign will work. No one does it all perfectly. However, with the funding for libraries diminishing, fundraising is becoming an increasingly important area of library support. Finding funds to provide for much needed services is worth all the planning, all the work, and all the risk. Good Luck!

Money Matters: Fundraising Fundamentals

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Periodicals

FOUNDATION NEWS. Foundation News, 1828 L Street NW, Washington, D. C. 20036.

This magazine features articles for foundation personnel, news articles, and book reviews.

FUND RAISING MANAGEMENT. Hoke Communications, 224 Seventh Street, Garden City, NY 11530.

Commercially oriented publications with articles on fund raising techniques. Lots of advertising.

GRANTSMANSHIP CENTER NEWS. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015.

One of the most valuable publications for the beginner. Frequent "how to" articles of fund raising are included. Emphasis is given to federal grant programs with noties on new programs, summaries of federal regulations and program deadlines. New publications are reviewed on a regular basis.

Books

Catalog Of Federal Domestic Assistance. Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Subject index to federal grant programs. Program description, eligibility rules, deadlines, funding levels, and contact names and telephone numbers are provided. (Annual)

*Foundation Directory. 9th ed. The Foundation Center, 888 Seventh Avenue, New York, New York 10106.

Lists foundations by state and fields of interest. Also gives donors, trustees, administrators, "Purpose and Activities" statement, assets, number of grants given the preceding year, and high and low grant amounts.

Foundation Grants Index. The Foundation Center, 888 Seventh Avenue, New York, New York 10106.

Annual compiliation of grants of $5,000 or more made by over 500 foundations in the U.S. Indexed by recipients, key words and broad subject categories. Bi-monthly updates available for a fee.

*Barclay, Shelley. Guide to California Foundations. 5th ed. Northern California Grantsmakers, 210 Post Street, No. 814, San Francisco, CA 94108. (1983)

Essential resource for information on California charitable foundations. Index of primary interests of the organization included.

Taft Corporate Directory. Taft Corporation, 5125 MacArthur Blvd., NW, Washington, D.C. 20016.

In-depth profiles and analyses of corporate foundations and direct giving programs. Good information on types of proposals desired.

Pamphlets

Exploring the Elusive World of Corporate Giving. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015. (1977)

How Foundations Review Proposals. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015.

Program Planning and Proposal Writing. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015.

Special Events Fund Raising. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, CA 90015.

Resources

American Library Association. 50 E. Huron Street, Chicago, IL 60611. (312) 944-6780

Pamphlets and kits are available, some free of charge.

California Library Association. 717 K Street, Sacramento, CA 95814. (916) 447-8541

California State Library. 914 Capital Mall, Sacramento, CA 95814. (916) 322-0369

State consultants present workshops, provide information and access to materials.

NSFRE. 623 Victoria Avenue, Venice, CA 90291

Dorie Garcken, Membership. (213) 387-0641

The Grantsmanship Center. 1031 South Grand Avenue, Los Angeles, CA. 90015.

Many materials are available through this group and they offer excellent workshops. Reasonable fees are charged.

The Junior League. Find your local chapter.

LIBRARY COMPUTERS...AVOIDING THE PITFALLS

Presented by
DR. JEANNE GUERTIN
Organization and Human Development Consultant

The month before these regional meetings began I did a little survey of items that I saw in the newspaper and other magazines that crossed my desk regarding the microcomputer - computing/communicating business. The first that drew my attention was a new chip that enables computers to talk (speech synthesizer). The chip is about the size of a baby's fingernail and costs $5 wholesale. The tiny computer device enables a clock to really "tell" time, a computer data source to reveal different information to different phone callers, a smoke detector to call the fire department, and an exit sign to tell people how to evacuate a building in times of disaster. Of course there are talking cars which in the future will be even more gabby and friendly. These chips in combination with optical enable "readers" to scan ordinary printed pages and recite the words aloud. For $150 "Smoothtalker" can turn an Apple or IBM computer into a talker that reads any text in English with an unlimited vocabulary.

Only a few days later there was an advertisement that offered a range of services if you had a television and phone. The company would provide you with a videotex terminal and wireless keypad. Then you were in business and could have access to the following services:

major stock exchange information immediately on your own screen plus a section on tax tips to help manage your dividends and capital gains; complete banking service including account records and automatic bill paying with checks delivered the day they are due; electronic shopping at some of the areas best stores including sale and bargain information, store hours, maps and catalogue shopping; travel service; Electronic Gourmet with over 1,000 recipes; repair encyclopedia, entertainment and restaurant guide; and over 100 other services with more added daily according to the service.

These two right "here and now" applications of computers have tremendous potential for use within libraries. This has not escaped the notice of librarians throughout the country as libraries themselves have hit the news, too. The Brooklyn, New York and Queens Borough Public Library System negotiated a contract for a completely automated circulation control system. This is the largest to date serving three library systems of 200 branches with a network of 679 terminals. The system will maintain control over the 11 million items in its collections and process its 25 million annual circulations.

"Computers Save Footsteps, Put the Library at Your Fingertips" was an

article that occupied prime space in the Los Angeles Times by staff writer William C. Rempel. The article explains how computers and the booming demand for information are changing one of the world's most familiar institutions - the library. Encyclopedias, newspapers and card catalogues are stored in computerized data bases, books are being "printed" on computer disks, and in some cities it is possible to use personal computers 24 hours a day to monitor a library's card catalogue, so that a user can call the library and request that a book be mailed. By the end of the decade, rapid laser printers are expected to make it technically possible and economically feasible to print in seconds texts of entire books.

Already the proliferation of computer data bases is putting whole libraries at the fingertips of personal computer users. It is no longer necessary to comb book stacks to use the extensive information resources once found only at a large library. With nothing more than a phone, a computer terminal and money, you can operate your own powerful research library. The local library as a middle man in the data search process can be eliminated by the home computer user.

Another Los Angeles Times Visiting Editor, Lawrence J. Magid, describes a new data base, Knowledged Index, a public data-base service. A service of Palo Alto based DIALOG Information Services, Inc., Knowledged Index provides citations and abstracts of more than four million references from 10,000 journals. It also indexes book titles, reports, press releases, technical papers and

conference proceedings. The service, which is only available during evenings and weekends, costs 40 cents a minute or $24 an hour.

And that's not all! There are over 400 trade magazines that cater to the computer user and each is full each month of new applications, hardware and software. And what does this mean to libraries? One author compares the new generation of microcomputers to the invention of the printing press in its effect on libraries. Three years ago librarians were questioning whether they would entertain this new technology in their libraries. Now the issue is how to best utilize it to increase the productivity of the library as well as increase services to current and potential library users. Just think what optical discs could do for your increasing needs for storage space and wouldn't it be worth the money rather than building a new library?

As libraries move into the information age there are some cautions that need to be highlighted. Some of them are parallel with the recommendations of previous speakers as they are part of the total long range planning process for libraries. The five pitfalls that follow all have the same theme. When you are getting started walk slowly and look around you carefully so you can safely pick up speed later.

PITFALL #1. LIMITING THE HORIZON - KEEP AN EYE ON THE FUTURE!

The decision to buy a computer is a decision to enter a path of continual change. The only thing that we can predict is that there will be more change. One

alternative is to wait to get into this business or start small. These two decisions can be costly and put your public library in a high risk position with the growing competition in the field of providing information services. Before you start to plan, dream a little, think imaginatively. Let the news items I found spark your thinking. Keep your eyes on the future. Here are some suggestions for you:

...If you don't have staff who are exactly on speaking terms with computers yet, get some volunteers from a computer club to help them get acquainted (the younger the better).

...Make sure that all new personnel you hire have skills in using computers and communications technology.

...Watch the trends in equipment and software. Be sure what you buy in the way of hardware will operate the software that will meet the needs of your operations as well as your clients. Remember this is a versatile piece of equipment – it is a business tool an information retrieval tool and a means for learning.

...Watch your younger clients and what they are doing with computers.

...Consider expanding your client system to the illiterate and blind through talking books.

...Offer data search services for small businesses.

...Find out who isn't coming to your library. Can they reach you by phone, computer and home television?

Let your imagination carry you into the future and see the library in a new form with the humanitarian goal of keeping all of man's knowledge ready and available to everyone –

free or at little cost. What will it look like? How will you use computer technology?

PITFALL #2. SEEING THE COMPUTER STAND ALONE – WATCH FOR THE CONNECTIONS!

The potential of having a computer in the library can be severly limited if it is seen as a stand alone device. It can be connected by telephone direct to users at home, to other libraries and to data sources on a national or soon, an international scale. Voice synthesizers, scanners/readers, a wide variety of printers, and plotters all add to the dimension in which computers can serve the library personnel and client system. It may even be worth considering a robot as a quiet, low cost helper in the library.

Of all of the connections that can be made, the linkage with the videodisc technology offers some very promising opportunities for libraries. Videodisc technology will be a powerful tool for learning and transmitting and storing data in the decade ahead. The videodisc serves as a dense mass storage area that can be accessed through a computer program that makes the learning experience totally interactive for the user. The entire text of an encyclopedia can be stored on four percent of a videodisc's surface. Initial trials showed that young people as well as adults accepted and even preferred the faster searches on the videodisc encyclopedia. Imagine more than one user per "volume" without waiting, no missing pages or misshelved books and updates available by sending in the olu disk for update each year at a

minimum cost. The anticipated new tecnology for the videodisc will enable the entire Library of Congress collection to be stored on 100 optical disks taking up a space of approximately two cubic feet. The videodisc also has other storage formats other than text. The audio format stores tapes, cassettes, and phonograph records and the visual format stores television, motion pictures, filmstrips, slides, film loops, overhead transparancies, microforms, textbooks, dictionaries, encyclopedias. The capacity can be 360-300 page books or 1,350-80 slide carousel trays, 600 feet of sound 16mm film or 400 hours of stereo sound per side.

The videodisc/computer systems will find use in five areas, some of which are applicable to library functions: demonstration/self help; job training; education; data archives; and data replication. The videodisc, when interfaced with a microcomputer combines all the advantages of the book, motion picture and the computer. It has excellent presentation format and excellent learner productivity (random access of audio and visual materials, motion, freeze frame capabilities, interactivity). Automatic frame recall and stop allow the reader to study a given concept as long as needed. Dual audio tracks allow for one or two languages or remedial/basic or basic/gifted instruction. These features allow the reader/learner to work at his/her own pace, level of difficulty and at a time of his or her own choosing for study, reviews or enrichment. The system may have more patience than any human tutor/teacher.

PITFALL #3. INSULAR VIEWPOINT - KEEP TRACK OF THE SCHOOLS!

Although libraries have traditionally maintained at least friendly contact with their local school system, the advent of the microcomputer offers the opportunity and perhaps necessity for close cooperation. The computer has the potential of becoming a major learning system for students and may become even more important as the teacher shortage begins to be more critical in the schools.

In January 1983, 79% of secondary schools and 42% of all elementary schools had at least one microcomputer. By 1986 it is estimated that there will be one computer for every 23 students in school. 96% of all schools will have computers - an estimated total of 1,025,000 units. There are over 750 companies offering software for this market.

This is a golden opportunity to keep the interest of young people, particularly those who do not have computers at home, and help enrich their school experiences through software collections that support, reinforce or enrich the curriculum of local schools. Keep in contact with your schools, form cooperative relationships with them so you can keep track of how they are using computers in instruction, what software they have found that is appropriate and what support materials they have or need that can be in the local library.

Now is the time to sell yourself to public schools. Almost all schools in California have a least one Apple computer that can be used by teachers and students to access

your on-line catalogue to search for books and other materials that students and teachers can use for resources. With a little imagination you can arrange to have a book order placed by computer and a school employee or volunteer pick up the order that is already into the automated check out system. You might miss seeing the kids around and hearing the patter of little feet but circulation could skyrocket - even among the teachers and the parents.

PITFALL #4 - MARKETING ISN'T OUR BAG - DEVELOP A MARKET STRATEGY NOW!

You may consider yourself a public service in your community but you won't remain that way long if you don't have a good marketing plan to keep your share of the information market. Computer equipment is expensive and very versatile. Your first priority should be for the business operation function of your library. From there on it is a matter of the choice of what business you want to be in. This is part of developing a sound marketing strategy. Perhaps you have already informally made such a plan when you made decisions about acquisitions for your library and decided to diversify from books and magazines to films, record and cassettes. Because of the impact that computers and computer based communications systems can have on a library as illustrated by the recent events cited above this market plan must be carefully considered. Consider the following questions when you develop your plan:

...Can you serve your present clients better with computers?

...Can you use computers to extend your current services to new clients (stay-at-homes and the blind)?

...Can you attract new clients with new computerbased services?

To get answers to these questions, first consider your competition. Then look at your current strengths and resources. Ask what untapped market segment is readily available to you either in walk-in trade or phone connection. Now you can consider the opportunities that all these data point to. Clearly state what you want to do, advertise and have a contigency plan.

Remember the first rule of marketing - you position your service by stating the benefits to the customer. The features of your service and advantages it has over other service givers are important but they are second to the benefits.

PITFALL #5. PLAN ONE BUDGET YEAR AT A TIME - DEVELOP A LONG RANGE PLAN!

With your marketing plan in hand, you will be into a long range acquisition plan. If your market expands there should be a provision in your long range plans for financing expansion of equipment and software. Only the very well financed libraries can afford to purchase a comprehensive system in one year. The long range plan determines not only your budgeting requirements but the type of equipment that you purchase. You want the manufacturers to be around and to stand behind their equipment for the life of your application (which in this age of technology is not very long). You will want to add compatible pieces of equipment according to your long range plan.

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Your long range plan should also be tied to facility planning and future staffing needs as well as the business operations of the library. This is a task that for first time through you might want to get the services of both a computer and a planning consultant. Hope that such resources are available among the Friends of the Library.

In your plan consider contingencies for financing. Look for cost recovery services from some segments of your market. In short, put the library on a sound strategic plan including services, operations, personnel, facilities and the collection itself.

PITFALL #6. COMPUTERS AREN'T FOR US - SELL YOURSELF!

A few years ago it was reasonable to hear that computers were too expensive or just didn't have a place in a library. Now some librarians would not be without them. If you are not in this latter category it is time to avoid the greatest pitfall of all - not planning to have both your library operation and some of your services and collection in a computer mode. Using the marketing technique we mentioned above get yourself in a position to buy into computers/computer systems through careful long range planning and marketing by examining the following:

FEATURES: Computers perform routine funtions rapidly and accurately. They provide access to information quickly, have large storage capacities and take up little space. They have special functions that include "readers", voice synthesizers, videodisc interfaces, and remote terminals, screens and phone models.

ADVANTAGES: Having a computerized operations systems saves time for clients and staff in the routine matters of cataloging and circulation. In comparison to the traditional way, they save time for the reference librarian and save space for collections that can be stored on videodisc. They allow library users to more independently make use of services both in the library and from remote locations.

BENEFITS: Using a microcomputer to make the library an information age communications center for the community will keep it in a favorable position with the competition. Computerized services will enable the library to increase its client system and serve more people with more sources of information, text and media. This in turn will enable the library to seek more funding from public sources. Computerized operations will be more cost effective and long range planning may include large cost savings in eliminating plans for expanded shelf space.

CAUTION: Plan carefully and avoid the pitfalls of hastily putting together a system which may not meet the needs of your staff, your clients or potential clients.

CALTAC-WILL   1983-1984

PROCEEDINGS

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES AND COMMISSIONERS

Regional Workshops in Library Leadership

STRATEGIES FOR LIBRARY SERVICE
IN THE 1980'S

Remarks by
GARY E. STRONG
California State Librarian

The ability to plan strategically for change in the next decade will be a central issue for librarians and library users. Closely linked to strategic planning will be the ability of the various types of libraries serving people in California to join forces to meet the various information needs of Californians. I want to stress that what we h.ve begun is an ongoing process of bringing people together to address the future needs of libraries in serving people. We are concerned about the fiscal limitations that all libraries face, and are excited by the new ideas California libraries have achieved and to find ways to raise that level even higher.

The major product of the planning effort to this point is not the document (Strategies for Service in the 1980's), it is the bringing together of librarians and users of all types of libraries -- public, academic, school, and special -- to agree upon a set of goals and to agree to coo. 'rate together.

The publication of Strategies does not so much mark an end as it does a middle. It marks how far we have come and points out the direction in which we have agreed to travel. Our aim is that the journey will benefit every Californian.

California Libraries in the 1980's speaks to people needs today and looks to the future. It stresses the goal of meeting the information needs of all people by:

1. Developing adequate and effective library and information services and informing people about them.

2. Designing and offering services that link people with what they want to know through the widest means possible.

3. Developing statewide cooperation among academic, public, school, and special libraries and other information agencies.

4. Ensuring that libraries receive financial and community support adequate to meet the library and information needs of the community.

5. Ensure that libraries are staffed by competent people who understand and are sensitive to their communities.

It is hoped that the document can provide an agenda for discussion for local intertype meetings to find common ground and action items in the document for future development.

The task of planning is continuing through the California

Library Services Task Force which is meeting twice a year. Task Force members have committed themselves to guide implementation of the goals and objectives of the Strategies. They also are committed to continuing the planning process itself, because it was clear that the Strategies cannot be a static document, but must be continuously molded to changing needs for and availability of library services.

Task Force members are people who:

1. can speak for the organization which they represent and express its needs and interests;

2. as much as possible, can serve for two or three years so as to provide continuity; and

3. will be a communication link between the organization and the Task Force.

The work of the Task Force will be to determine which Strategies objectives are high priority for each organization toward which it should work. Reporting will be collected by the State Library and widely distributed for information among the various library communities. It is intended that an update will be developed by mid-1985. CALTAC is represented by Ruth Kampa and Marilyn Stevenson.

(Note: Copies of the Strategies were distributed to those attending for information. Each workshop was provided an update of legislative issues as a part of the State Librarian's presentation.)

THE POLITICS OF PLANNING

Presented by
LELIA C. WHITE
Director
Oakland Public Library

Many people think of planning as a cold and analytical science and of politics as an amorphous, undependable activity. However, I suggest that putting these two activities together makes one more human and the other more organized. Politics is an exciting and meaningful challenge, and a planning process is a methodical and logical movement toward success. In reality, it is difficult to separate the politics from the planning; little happens without politics of one kind or another, and it is impossible to accomplish anything substantial without a plan.

STANDARDS

Planning essentially represents a major change in national library standards -- standards like so many volumes per capita is best or tying a population's library and information needs to the number of running feet of shelving per capita. These kinds of formulas assumed that

following the rules set up by experts would produce good public library service. Librarians now know how to set up standards of their own that respond to local conditions and needs; we can design strategies to reach standards we have set up for ourselves and start a cycle to monitor our progress toward these standards. We can adjust our objectives as our community conditions change. In other words, instead of following a set formula, set by a group with perhaps only broad, general knowledge of our community, we can assess what we need and plan the results and, of course, be responsible for the successes and the failures of the results. This process has worked very successfully for us in Oakland.

PLANNING

In general, between the Library Advisory Commissioners and the library administration, we have control of the planning as long as it stays in the library. However, as libraries no longer are islands, politics enters into it and becomes the way to deal with change. The politics of planning is really a process of change. Maintenance of status quo needs few, if any, plans -- either long or short range.

POLITICS

Politics for libraries now includes our patrons, our non-patrons, other city and/or county departments, other governmental jurisdictions, our library systems, library networks, special libraries, community libraries, community development and redevelopment agencies, economic development, social agencies, all kinds of organized and disorganized groups, appointed or elected. Of course, our most important advocates and sometimes enemies are our elected officials. They are politics with a capital "P", vital, visible and urgent. The little "p" of our politics are the neighborhoods, community leaders at all levels, the church leaders, service clubs, Rotary, Lions Clubs, Soroptimists, Business and Professional Women, "the mayor of the block," the active volunteer, your neighbor, you. They are certainly as important as our elected officials and sometimes more important when the scales need tipping. The most apparent manifestation of this is the successful passage of SB 358, the Public Library Foundation Program. It took everyone who believes in libraries to get it passed; you notice I didn't say everyone who uses libraries. Many believers never come into the library but, for whatever reason, they agree with the need to maintain quality, free libraries.

CHANGES

We live in changing times -- society is not only changing, it has changed. The library must change too or it will stay the same; if we don't accept the premise that the public library is good, lasting and worth changing for its survival, we are in the wrong business.

Having lived and worked in a core city, I will direct my remarks toward urban problems and promises. Those of you whose outlook is suburban or rural can sit back and relax knowing that the problems of crime, pollution, book loss, short staffing, old buildings, and little money are city problems.

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CHANGES IN CITIES

In cities, changes of all kinds have produced difficulties that libraries must deal with, as does everyone. The number of automobiles has increased incredibly, changing patterns of living; there is no place to park and if there is, it is often inconvenient and sometimes a costly luxury -- when you have to pay $3 an hour to park, you tend to avoid dawdling. The latest survey shows that transportation has passed both crime and housing as the major Bay Area concern. Public transportation is increasingly expensive and often not convenient nor are streets as inviting for walking as they used to be. The cost of buying a home is exorbitant; large apartment buildings and condominiums appear everywhere except where they are needed and wanted. As we have less money and our hours shrink, so does our patrons' time and energy, and the prospect of going farther to use a more distant library, when the one close to home is closed, is discouraging for many.

OLD BUILDINGS

Large old cities usually have large old libraries, often now in the wrong places. These old buildings are favorites of local historians and are, in many ways, appealing and full of nostalgia. But they also may be unavailable to the handicapped, hard to heat, ill-lit, and arranged in a barn-like fashion with high ceilings and dark paneling that makes new shelving crowded, look ugly and inappropriate. These buildings are often now in inconvenient locations, not visible to passersby, have no parking, perhaps in a quiet cul-de-sac where quiet no longer

necessarily implies peacefulness. But we don't pay rent on them because we own them.

And very often the community loves them as buildings, as librarians do. Buildings of this sort are extremely expensive to renovate and the problem of changing their image is complex. One of our Carnegie buildings looks like a funeral home, another like a bank. They are imposing and reflect the ideals and images of other times.

LIBRARY USE CHANGES

These factors have nothing to do with libraries in the sense that we have had no direct control over these changes; we were not asked our opinions nor to contribute to these developments. But all of these changes do, on the other hand, affect our service profoundly and have everything to do with libraries. These changes impact on libraries' needs to stay open later, extending our hours beyond our staffing capacity or close sooner, losing the after-work patron and the evening student. Branch libraries need more staff to cope with these changes or less staff or different staff. Outside money is not given to help solve these staffing problems; the loss of CETA programs was especially painful. Funds often go to new innovative ideas which either end when the money stops or are added onto the many hats already on our heads.

Usually libraries that have heavy use are not in danger, no matter what their environment. For libraries "on the fence," if the library and the community work together, solutions are available.

A strong community that both supports and uses the library puts it in an especially secure position, in the cat-bird seat.

However, libraries that have been left behind in changing commercial areas and old residential areas, for example, are clearly threatened. When staff has tried all possible solutions over a period of years -- adding to collections, making the materials useful and attractive, working with the community with energy and dedication, and there is still little change or growth in interest from the community in the use of the library, then it will become a serious candidate for closure.

We have tried in Oakland somehow to reinvigorate slow-use libraries by giving them super librarians, community-oriented employees, employees appropriate to the community they're serving, money for special collections. We have done special community work, assigned staff to be working partners in outside groups, appointed advisory committees. We have continued these efforts over a period of time and still the use may stay low. We find it hard to "give up."

OTHER CHANGES

There are many other subtle and smaller changes that impact on library service. A typical irony is the noise controversy. It seems to me that it took us years to modify our quiet image. We have stopped whispering. Librarians talk out loud to each other and to patrons, phones ring, students haggle together over homework. People do not walk on tiptoe. A few mothers may still shush their children, or at least some do if they are especially loud. But, in general, we do have a relaxed and open attitude -- you may do as you please in the library as long as you don't do something too gross, like roller skating or turning your Walkman up to full volume. Now, we begin to receive complaints that the library is too noisy -- could we have a special quiet room for those who need to study or read undisturbed? Would we ask the teenagers to leave?

COMMUNITY CHANGES

A major change adjustment is in the make-up of library staff. Changes in neighborhoods may bring strong impacts in obvious ways such as the need for staff able to relate to the neighborhood. Language communications are the most urgent and most visible of these. Libraries must find the means to offer the same kind of service, books, and information to people with language barriers. The money to help public libraries with this level of service is hard to find at the very time that new waves of non-English-speaking immigrants are arriving in California. Some libraries will use our new Public Library Foundation funds to solve these problems.

CHANGES IN OUTLOOK

Another very important aspect of change is in the general outlook of library staff. There is a need for librarians to have an overview of their library users, a feeling for the needs and concerns of the community. Rotating staff on a regular basis is a good idea but, due to staff shortage, is often difficult. Sometimes employees retain a static image of a community they worked with a decade

before. Staff may identify with the community; the community moves on but the staff sometimes does not adjust nor change direction. Some librarians will identify only with patrons who come into the library and be unaware of the whole neighborhood environment.

It is especially important in these times that staff have a strong sense that the parts of the library are part of the whole library, and that the whole library belongs to the whole city. Piecemeal or narrow approaches to collection development can be one of the results of a tightly focused or a territorial approach and leads to circulation losses and fewer patrons. We are all familiar with staff that begins to feel that the community is in charge of them and their identity with the library system gets blurred, and this affects the quality of the service. These things affect service and lead to less circulation and lower use at some libraries, and sudden shifts with heavy reserves and interlibrary loans pile up without sufficient staff to respond. So in these times of change, teamwork is mandatory and a sense of balance is important.

NEIGHBORHOOD GROUPS

Neighborhoods have had identities for many decades, and these area identities are now a base for power groups wanting to change or to preserve and improve their living areas. There are advantages in these strong neighborhood groups because even if the money stops, the personality of the neighborhood stays, and the neighborhood leaders become advocates for the library

and its resources. They give constructive and meaningful support to the library.

These strong groups that concern themselves with the life of a neighborhood can become very competitive and when their attention focuses on the library, it leaves the librarian to deal with such problems as explaining that a larger building in some other neighborhood does not hold a better collection but only a different one, that service developed to answer the special needs of one community is not favoritism but of use to the whole system.

We must remind ourselves that libraries are not abstract institutions but are for people to use, and that the library's strongest ally is the people who use it, or those who would like to be there in case they might use it. Neighborhood people are newly powerful and have lately become strong, organized and experienced at the very time that funds in support of their interests are dwindling. They will be our allies if we are contributing to the good parts of their "quality of life."

COMPETITION

The competition for money among city departments and agencies is fierce and growing but need not be destructive as competition involves a certain amount of cooperation, communication and negotiating -- even trading. Libraries can benefit if they have clear plans that show their priorities are for the broadest public benefit. Libraries must form alliances, not organizations. People will support the

library if it adds something to their lives. That there is a strong constituency for the public library is obvious; that the whole can be stronger than any of its parts also seems obvious.

ROLES

There are important roles in these changes -- who is to share in these liaisons and, more important, in the decision making. There is a role for each of us: boards, administration, librarians, the public and our elected officials. Librarians must supply concerned, educated and professional leadership. A planning process gives a method for making confident decisions and for public sharing of alternatives. The challenge is to maintain quality library service everywhere with less money, judiciously maintaining the old items while constantly adding new with one hand and keeping current with high technology on the other.

PLAN

In Oakland, making plans for the library is critical because the population patterns have changed and continue to change, and this requires a response in library service priorities. Anticipated differences in financial support demands priorities based on foresight, flexibility and definite convictions, not difficult concepts. We must decide what to maintain, expand or eliminate with the local funding available, what to add or restore, and we must determine what projects within our framework of goals might be funded by grant money. We believe these critical decisions can be made most easily and securely when there is a plan.

PAST PLANNING

Past planning of 10-20 years ago at the Oakland Public Library meant that the Commissioners and the staff met many times and conscientiously decided what was best for the public. With a logical feeling that between them they knew best what was necessary and desirable; these plans were then implemented with good intent and varied results. It was a way to plan in a vacuum and succeeded accidentally, not by design.

A few years ago we started surveying and planning because we felt prodded from several directions by new and energetic commissioners and a newly strident library public. A committee was formed of commissioners, volunteers, general public, very important people, elected officials, city staff and library staff, all appointed to a committee by the Mayor to make future plans for the library. This group generated many meetings which included many agendas, knowledge-sharing, ideas, fights, alliances, arguments, minutes of reports and no plan. The only agreed-upon premise was the need for input from the public. And so we began in a new way. In the process of general and specific community input, we learned many surprising things about our patrons: gathering accurate information on the age, family income, education and racial and ethnic background on our residents has been basic to developing plans directed to our public's needs. Specific information was also instrumental for us: purpose and frequency of library use, type of materials preferred, perceived library shortcomings, preferences

of library hours, desired services -- do they walk or drive to the library? How do they choose the one they use?

SURVEYS

Surveys will help you discover this information and librarians need not be passive about the directions and results that are found. People change, attitudes change. A good survey helps you look at new angles of your patrons and a good plan focuses the library on adapting to patrons' changing needs. New directions can be planned and defended -- your budget reflects your community's wants and needs and you can prove it.

We were surprised to find our largest user group in the 18 to 34-year-old bracket. Over 1/2 of the library user population is under 40; 1/3 of the non-users are under 40. Over 1/4 of the adult population use the library somewhere between the perigee of more than once a month to the apogee of "about once a year." Only 1% of our users are less than 20 years old. This led, over time, to an interesting series of decisions that rejected accepting the excuse of fewer children now, fewer children interested in books now, fewer parents in the library, fewer parents bring their children to the library. It is now an ongoing priority to increase the numbers of children's librarians, to increase the skills of those we have, to examine what we are doing well, stop non-productive activities, and to make a strong commitment to serve more children.

Patrons in their 60's and 70's are only 6% of our users, disproving the complacent theory that all seniors love to read. So much for the theory that lifelong non-readers suddenly run to the library to read every day as soon as they retire.

Library users are more political than non-users; they read the news-paper every day. They usually vote, an important item for future election considerations.

We developed some major library changes by asking, listening, discussing and making a plan. Even if a major full-blown, once and future plan is not developed, any part of a plan will be beneficial. It is important to look at the problem, hear the input, consider solutions, and establish standards and directions for each unique community. A strong plan can lead to supportive changes in budgetary support, not just a new respect for library management skills -- but an awareness that the public is pushing in support.

A strong plan encourages a diverse base of popular support for the library in one direction and forges beneficial alliances with representatives of community groups in the other direction. It makes the library visible. It is good public relations as the public learns about the library from the questionnaire. Whether the public agrees with the ideas or not, credibility is increased by the relationship. The planning process influences and changes the library's opinions of itself, too.

The skill here is not just to interest the community -- it is easy to sell the value of the library because almost everybody

loves the library. The issue is to continue to hold their interest, awareness and involvement because public commitment to the library is mandatory. It's hard work and needs determined persistence. The public must be consistently reminded all the time, over and over -- remind them of the facilities, of the collections, of the programs, of reference questions and story hours, of the video tapes and the opera records.

Remember that neighborhoods are very conservative and few of us like change. Involving people in planning helps avoid this threat. Once people invest their time and effort in the library, they acquire some personal stake in its success. They go back to their neighborhoods and businesses as ambassadors for libraries; they become possessive of the plan and are anxious for its success. The power and influence of this body of supporters must not be underestimated.

The politics of planning focuses heavily on a library's trustees and commissioners. They have a special role as members of a group concerned with formation of library policy -- it is to their benefit and ours that they be as well informed as possible.

Experience with the nitty-gritty of writing a plan adds a dimension to commissioners' knowledge of the library's situation which goes far

beyond what a director's report at the monthly meetings can tell them. Knowledge of the library and its future through working with development of a master plan forms the commission into a team which works with staff as we speak for the library's plans before the political structure of the city.

As political appointments, they lobby for us in unofficial ways and it eases the progress of implementation. Of course, not all commissioners are that interested in the library but helping them to be informed, active, and enthusiastic about the library allows them to serve well. This is very important because there is no doubt in my mind that the most conservative element, the group most resistant to change within the library is not the staff but the community. A helpful and articulate library commission can be one of the strongest supports available to a successful plan and its implementation.

A plan developed from good input, measured by output activities and massaged with constant advice from the public and the library's commissioners, will be designed both by the community that will use it and by those who will not use it. A plan developed, fought over, compromised and agreed upon together by such a varied group is very strong and enduring.

MONEY: THE WHERE FROM
AND THE WHEREFORE

Presented by
NANCY A. VAN HOUSE
School of Library and Information
Studies, University of California,
Berkeley

The nice thing about being an academic on a panel like this is that I don't have to be practical. I'm not here to tell you how to get more money for your library; ask Lee or Gary about that. Instead, I want to do two things: to acquaint you with some major current policy issues underlying the finance of public libraries, and to illuminate your policy-making -- your decisions about what the public library should be and do -- by discussing why library services are tax-supported in the first place.

Both Lee and Gary have talked about how important planning is. Planning requires that you set goals and priorities. In developing the Planning Process for Public Libraries, we were concerned with process, not content, because the content -- the planning decisions -- has to be a local choice. Currently within the Public Library Association, the public library division of the American Library Association, a New Standards Task Force is working on a program for public library development, which has four parts to it: the design of measurement methods and measures; the collection of data on those measures from libraries nationwide; the revision of the planning process; and the development of what they are calling library typologies, kind of pure types of libraries, with planning guidelines, so that you can say "We

see ourselves as being primarily this type of public library, with a little of that type, as well," and then have some guidance as to what it takes to become that type.

The basic question that the New Standards Task Force and the public library profession as a whole is trying to answer is, What is a good library? Evaluation requires goals and objectives, that is, purpose; you cannot ask "how good" without specifying "good for what."

I looked at the area of economics that is called public finance for guidance on what public libraries are supposed to be and do. My basic premise was that if libraries are publicly-supported, there is a reason, since ours is an economy where most services are left to the private sector. It is no longer enough for us to tell our city council or whomever that the library should be supported just because it is a good thing. So I hoped that public finance would give us some rationale for public libraries that would guide our planning and justify our existence. I should tell you up front that there is no short answer. Rather, I came up with issues and questions, which is what I am going to talk about today. I am not dispensing truth, only my point of view, and asking questions, not giving answers.

Economics and policy analysis are both normative and descriptive, that is, they are concerned mostly with how things are, and less often with how things should be. Value judgements are outside the scope of the analyst; they are up to the decision-makers (you). You tell us what your values and goals are, we'll tell you how to get there. But what the analyst can do is to identify the underlying consistencies to the decisions that have been made, the reasons why things have been done as they have been. This is primarily what public finance does. The short answer (I said there was no short answer -- I lied) is that there are public libraries because there are public libraries, that is, because people have found them worth supporting. That doesn't mean that the public will continue to support them in the future, however. What we think of as essential public services aren't necessarily. For example, some parts of New England have voluntary fire protection. You buy membership in the fire department, like you buy insurance, and if you have a fire they don't put it out unless you are a subscriber.

To determine why the library is publicly supported, we have to ask what it does, and for whom. The goal of the public library is to meet the information needs of its community. It does so by performing several functions.

First it selects materials for current and future use. This requires an exercise of judgement. A long standing debate within public libraries is value _versus_ demand in selection: do we buy what people want, even if that means upteen copies of the latest trashy best seller, or "good" materials which may not circulate very often?

Then we archive materials against future need. We don't retain everything; again, this requires an exercise of judgement.

We also provide physical access to materials, in our own collections and elsewhere (e.g. interlibrary loan). And we provide intellectual access, to our own materials and others, through catalogs, indexes, bibliographies, and our classification system. This is a major addition to the information store, in that instead of simply arranging materials, say, in order of accession, we create connections after the fact between materials that have been published at various times and places. Without classification and indexing we would have a roomful of random documents. With them, we have in essence answered questions that have not yet been asked. By classifying materials into subjects, we have said "If someone askes about X we'll pull out this book."

We also provide user assistance, reference service, in locating and using information, in our own collection and elsewhere. A major shift in emphasis has occurred in California in the last couple of decades. Public libraries have defined their mission as finding the answer to the user's question wherever that answer is, rather than finding the answer insofar as it exists in the local collection. In the first case, the librarian searches outside the library, if necessary; in the second, the search stops at the library door. We have expanded the role of the

public library as an information provider, and included functions like information and referral.

The problem is that the library can't be all things to all people, we don't have the money for that. "Meeting the information needs of the community" is too vague a mission when we have to make choices and set priorities. It is the job of managers and policy makers (including trustees) to choose what NOT to do as well as what to do.

And for whom do we provide these services? In theory, for everyone; in practice, for the less than half the population who actually use the public library. Library users tend to be younger than the population as a whole, and to be more educated, of higher income, to have children, and to be in white collar or professional jobs.

Two studies of the tax incidence of public libraries by economists have shown that the public library is taxing low income people for a service that they don't use; that they pay a relatively larger proportion of their income into the taxes that support the library than do the people who actually use it. They say that the result is that low income taxpayers are subsidizing services to people who can afford to pay for service, and conclude that the public library is inequitable. I think it remains to be seen whether the public library is indeed inequitable, but we do need to be aware of the fact that we are not actually serving all the public. We don't have to; but if we don't, that should be a conscious choice, based on accurate information about who is using us and for what.

THE JUSTIFICATION FOR PUBLIC LIBRARY SUPPORT

Now that we have talked about what the library does, and for whom, what does that mean for the library's support? There are two major principles that underlie public support for a service: equity and efficiency. A service is often publicly supported if it would not be provided efficiently by the private sector, where efficiency is defined as maximum total benefit for the resources used. Or there may be overriding social objectives, usually equity-based, for providing the service; for example, we don't let people starve. Often equity and efficiency are in opposition to one another.

Some of the circumstances under which services are publicly supported include non-rivalness, non-excludability, spillovers, economies of scale, and merit goods.

Non-rivalness occurs when what I consume doesn't affect what is left for you, and so it would be inefficient (reduce total benefits) to exclude people who are unwilling to pay when the cost of serving them is zero. For example, until this room is full, it might cost us nothing to admit more people, and yet if we exclude people who don't pay, we reduce the total benefit to the library community of this workshop.

Non-excludability occurs when it is impossible or costly to exclude people who don't pay. For example, mosquito abatement: it is cheaper and easier to spray an entire neighborhood (if they still do that these environmentally-conscious days) than to try to protect only

those specific houses that pay for the service. Non-excludability and non-rivalness often go together: for example, a lighthouse.

Spillovers, or externalities, are a special case where benefits unavoidably spill over (non-rival and non-excludable) to people other than the consumer. For example, education has benefits to the student but we all benefit from living in a more educated society, with better informed voters, more productive workers, fewer people on public assistance, and so forth; those benefits spill over to the rest of us, and they are non-rival and non-excludable.

Another reason for public support is economies of scale: where the marginal cost, the cost of producing one more unit, is less than the average cost. If it were to cost us to put more people in here, the marginal cost of one person would be that of (say) renting one more chair; putting together one more information packet; and providing one more lunch. That marginal cost is less than the average cost, which would include some component of the cost of renting the room, paying the speakers, and so forth (assuming that we had incurred all those costs in putting on this workshop). If we were to exclude people willing to pay their marginal costs but not as much as their average costs, we would reduce the total benefit to the library community of this workshop. But a profit-making workshop producer would charge everyone their average cost, which would mean that adding people would reduce the cost to each one of you of attending, while the new people would be charged some part of the fixed, unchange-

able costs of putting on the workshop. Fewer people would attend if they were all charged their average cost, because that is higher than marginal cost.

Finally, merit goods are those which we as a society feel are good for people, and so we provide them to make sure that people get them. Individuals may lack information or have too short a time frame to make the decision that we as a group think is best. For example, we provide school and require that children attend, rather than leaving it to them and their parents to decide.

So how does all this apply to the public library? Public libraries are certainly excludable: we could put a monitor at the door and admit only people with library cards. And in the short term, library use is rival: if I am reading a book or consulting with a staff member, you cannot read the same book or talk to the same person at the same time. On the other hand, once I have read the book it remains for you to read it too (until we wear it out). The rationale for the first public libraries was that, when books were rare and expensive, it was more efficient to own books in common and share their use, that more use was cheaper per use: non-rivalness and/or economies of scale.

Libraries have option value -- that is, there is value in our having the option of using information at some later time. The classic example of option value is the national park: Yosemite has value to all of us, in that as long as it exists we have the option of going there some day, but it is impossible to charge

each of us for its current mainte-
nance (other than through our
taxes). Yet if it were sold off to
developers we would all lose. So
libraries collect and organize
information against future informa-
tion needs, so that when we have a
need the materials are there and
intellectually accessible. Option
value is non-rival and non-
excludable.

User assistance has clear private
benefits, and an easily determined
marginal cost: the time that the
librarian spends with the user.
Yet we are going to a more user
oriented service, focusing more on
the user rather than the informa-
tion store itself. The library
community generally believes that
users undervalue information: they
will pay for medical and legal
information, because the value of
such information is clear to them,
but they are less willing to pay
for other kinds of information.

Does the fact that libraries are
public supported mean that they are
merit goods? Yes, but this is a
circular argument. Libraries are a
merit good as long as people are
willing to support them; they cease
to be a merit good as soon as
people cease to support them.

Are there spillover benefits, as
with education? Libraries do have
an educational function, and most
of us would agree that library use
by children and by poorly educated
adults is educational. But does
society benefit from my reading a
murder mystery? There is a politi-
cal argument that by providing me
with the latest mystery the library
entices me to support it so that it
has the funding that it needs to
provide books for children and for

other worthy causes, but this is a
rather indirect argument.

One can argue that the library as a
local institution is a source of
local pride, which is a public
good, non-rival and non-excludable
-- if you don't believe this, just
try closing a branch library.

The arguments are not clean. It is
not clear why the library is sup-
ported, other than because people
choose to do so. Several
economists have concluded that the
library should NOT be. What we may
conclude from these arguments is
that libraries should not compete
with bookstores, but should focus
on their unique services: provi-
sion of materials not readily
available elsewhere (or available
only at a very high cost); user
assistance; and service to children
and the underserved.

On the other hand, Baltimore County
Public Library has a policy of
acquiring many copies of popular
materials (e.g. 400 copies of "In
Search of Excellence" for about 20
branches) and ruthlessly weeding
items that don't "move" -- and yet
it is very successful, both in
circulation per capita and budget
per capita. So apparently the
library as bookstore (and a lot
more, to be sure) is what the
people of Baltimore County want
from their library. So we are back
to libraries are supported because
people want to support them.

It does become clear why libraries
are a local institution. Libraries
have traditionally been locally
funded and controlled. The
Planning Process for Public
Libraries was created to supplant
national standards, on the grounds

that only the local community could set priorities. Decisions about library services don't just fall out of the process automatically, as some have hoped; hard local decisions remain to be made, but they must be made locally. Also, the reasons for support from other levels of government become clearer: libraries are used by people from all over, and benefits spill across jurisdictional lines.

It is efficient to share resources, but then who pays? There is also an equity question: local jurisdictions cannot always afford to support good library services, and so, as with schools, we choose to supplement local funds. Finally, we subsidize local library services to promote some wider social objectives that may not be a local priority, such as service to the underserved, to bring some segments of society into fuller participation.

The other side of asking why libraries are tax-supported is to ask why we don't charge users, or should we charge users. It is not true that public libraries cannot charge fees: in California, it is illegal for public libraries to charge for basic services, but that is a state law that could be changed by the legislature. Many public services do charge in whole or in part, for example, zoos, bridges, and courts.

Libraries DO charge fees, although they tend to be small, for "noncentral" services, e.g. for photocopies and online searches, not to borrow books; and they are avoidable, for example, libraries with rental collections generally also have copies of the same titles in their regular collections. (Fines, technically, are not fees; they are punitive measures, not charges for a service provided.)

Fees serve three purposes: a source of revenue; an allocation mechanism that determines who gets service (those who are willing and able to pay); and signals that tell us how much people want the service and how satisfied they are by telling us how much they are willing to buy at the price we set.

What do libraries use in place of fees? For signals, we use the political process. Dissatisfied users have two choices: exit and voice. Exit is refusing to use a service again; people who exit, however, generally lose their ability to voice. Voice is making one's opinion known; complaining to the library director, engaging in the political process when the library's budget comes up, etc. Another signalling device is measures of service quality. The Public Library Association has recently sponsored development of <u>Output Measures for Public Libraries</u>, a set of measures and methods for evaluating the quality of our services.

We have used other methods to allocate our services, as well. We can't -- and don't want to -- provide unlimited services to everyone. So some decisions have to be made about how much service to provide and to whom. We have used administrative decisions, e.g. limits on the number of books someone can check out or policies on how much time can be spent on a reference question. We have done implicit rationing with branch locations and hours. (Do you know

how many people are in your library at 10:00 on a weekday morning? I'd like to see someone try opening a branch from 2:00 p.m. to midnight and all day Saturday and Sunday, just to see what the turnout would be.) We also ration with queues, that is, waiting; if you are willing to wait your turn at the reference desk or to wait for your reserve to come up on a best seller, you get service.

Library use is costly to the user, even though we don't charge money. It takes time: travel time (use decreases with distance from the library); time spent waiting for service; and time using the library. We need to be aware that in making administrative and policy decisions we are making rationing decisions that affect who uses the library and for what. We can re-duce our costs by shifting more of the effort to the user, as self-service gas stations have done. We can make the library more or less convenient to different user groups (different hours, phone renewals, holding materials at the desk for people who call ahead) and so influence who uses the library, how much, and for what. By charging time rather than money we are serving different people from those who would prefer to spend money (people use both the full service and the self-service islands at the gas station).

We might try offering a variety of services, some of them for a fee, for people who would prefer to spend money for more, better, or more convenient service; for example, a superbranch for which people pay a membership or use fee and get additional services. We might even generate a profit to

subsidize our other services (as an academic, I can let you all worry about whether this is politically feasible).

I'm not arguing for fees; I'm arguing for awareness that in making decisions about how we pro-vide services we are making rationing decisions, and so we need to consider whether the results are what we want. Decisions about fees, like other decisions, have to be based on the library's goals and objectives, including whom we wish to serve and what kinds of services we want to provide. I'm also arguing for creativity and flexibi-lity; our users are varied and so, too, should our services be.

One issue we rarely face head on is whether we want to maximize USE or USERS. We all generally agree that library use is a good thing and that more use is better, but do we care who uses the library? Is our priority more use among the same users, or more different users, perhaps at less use per person? It is cheaper and easier to provide more service to those whom we already serve, because as far as they are concerned we are already doing something right. It is harder to reach and to design ser-vices for people who currently don't find the library useful enough to be worth their time and effort.

This brings us back to where we started: the public library needs to understand why its community supports it. We cannot be all things to all people, so we need to find out what we do well and whom we should be serving. We have to choose what we do -- set goals, objectives, and priorities -- and plan.

7.1

COMPUTERS AND LIBRARIES
-- A HAPPY MARRIAGE

Presented by
DR. JEANNE GUERTIN

As we watch the future unfold we can see the changing roles of information sources. The electronic age has ushered in a wider range of possibilities for acquiring information beyond the newspaper, the radio and TV, and the local library. Buck Rogers has invaded the public library! We will see yet more opportunities in the future to put Mr. Rogers' technology to use.

Hopefully, the future will not bring a takeover of libraries or relegate them to Gutenberg Museums. As in any good marriage there is room for growth of our print-oriented information system as well as the new electronic information systems. Technology is not a threat but an opportunity for public information sources to add more dimensions and improve service to a larger and more diverse public.

Let's look at the client system that technology-wed libraries can reach out to. The current client systems are the PTLL or Print Text Literates with Leisure. These clients will still be served but perhaps in a different fashion. The expensive, hard to find, out of print and/or rare book can be available to this audience. The Library of Congress is experimenting now with print text readers that can transform the printed page into digital messages that store the text in computer memory. Then it can be quickly accessed by multiple readers throughout the nation, or world for that matter.

Hundreds of pages can be read in one hour and thousands of pages stored on one easy to handle and store disk. This electronic information can be transmitted anywhere on earth where there are communication systems, telephone/satellite and receiving microcomputers (personal computers with phone modems). Libraries can talk to each other and in Colorado they have already started sharing their information files.

Then there is the MLL client system. You are already starting to serve them now. These are the Media Literate with Leisure. They now borrow records, tapes and soon videotapes and computer software. This is a growing group. Reading alone is not important for them. They involve more and more of their senses and look for more interaction with their information sources.

There are the CLL's also. These are the new clients, young and old, who are Computer Literate with Leisure and are looking to public information sources for software that will teach, reach out to other data bases, stimulate their thinking and help them with personal activities and tasks. Although there are problems with lending software, a need will still exist. In our value system the question is: should a public agency provide computer experience to those who cannot afford to own their own equipment so we can equalize the information gap between the affluent and the poor?

Now we have only been talking about a very specific population, almost traditional. There are the preliterates also. Computers have been successfully used with sight and sound to teach complex concepts to preliterate children. Normally we withhold learning from children until they can read, at least in school. Yet every parent can tell you that kids are perpetually learning regardless of the reading rule imposed by school. As more and more parents realize the potential of their pre-reading readiness preschoolers, the more educational software for the very young will be demanded in public places. Such software will be found either at the library or at some other information systems competitor's place.

There are also the semi-literate, not the usual library client. Much can be learned about the world and about learning from imaginative software. This population can also be accommodated within an information resource environment. Reading itself can be taught so the adult or young person in a relatively short period of time can become an independent, literate reader. This holds equally well for the ..iterate... what better way to learn how to read than from a very attentive, non-threatening, personal computer program. What better place to learn how to read than in a library where there are so many things to practice with.

On the other extreme we find what futurists call the post-literate society person. This person is beginning to emerge. Reading is not essential. They want the more densely packed information modes of graphics and sound

(speeded up speech at that) that challenges their imaginations to fill in the details which can be checked out through a simulation which is very close to real life. Yes, Mr. Rogers, you can even simulate flight in space.

When we ask what's coming that we can use in the information business, the spectrum of innovations is quite overwhelming. Technology news stays shelf fresh for two years. Computer technology linked with communications technology put us on the brink of the almost unbelievable at all times. Computers and interactive video put a wide range of media sources at the fingertips of learners. They merge print, motion pictures, graphics, still pictures, audio, etc., all in one convenient place. This literally restructures our idea of reference materials. Cable, video disc, laser, satellites, fiber optics, bubble memory, etc. The list goes on and on. The outcome is that information of all kin's can be at our beck and call within millionths of a second from our own data sources or from remote, worldwide resources. If books opened up the world to readers, technology can open up the world for every person, literate or not. We are very close to a talking encyclopedia, with color pictures, unabridged, that fits on one hard disk, is microcomputer driven and can retrieve references faster than you can turn one page.

With all this technology you can well see that there will be a change in the way we deliver information services. The reference librarian can have his/her own computer and phone modem and search the great libraries of the world.

Now for $250 the librarian can buy a data linking electronics gadget that with a telephone gives access to the major commercial data bases in the U.S. You, by the way, can have the same thing in your own home and use its banking and purchasing services as well as the stock market, UP, AP and what every wine drinker wants to know about vintage wines. The selection is that great. It is possible that you don't even have to leave home to access the local library's collection or services. This can be accomplished twenty-four hours a day through electronic bulletin boards, electronic mail or read-only access to information files (electronic books and journals).

The management of libraries is now and will continue to be affected by technology. Computers can be used in place of card catalogs with access time and cross referencing vastly improved over manual systems. The little used print materials can be stored more efficiently on disk leaving shelf space for more widely used collections. Instead of multiple copies of popular books, home or library terminals can bring one book to many readers simultaneously and the chances of the book being overdue are zero. The checkout, return, inventory, overdue notices and fines can be done automatically with computers. For routine correspondence, the word processing which operates on the microcomputer is essential for the busy library staff. Once they have used word processing even the fanciest typewriter just won't do anymore. And well it shouldn't. The list on the bibliography indicates some of the choices in library-specific software that existed several months

ago. This list is outdated now as there are probably double the number of choices that you see there. The rule of thumb is to never trust a computer article that is six months old or older. Things are changing that fast!

Managing the children's library will mean more carefully coordinated purchasing with school curriculum. Software selected to supplement the offerings of the school can increase young people's access to learning. Adult education will be another important aspect of library collections. There is software available that could make the local library as rich in learning experiences, and far more convenient than adult education, community college and even university learning. These will be serious learners, not that the current clientele are not serious. They have life goals at stake rather than leisure pursuits, although there will hopefully still be many of the latter.

What are we talking about when we talk about software? Those are the programs that make the computers information and learning devices. The range of programs is incredible. As with print materials the quality also ranges widely. Good software is selected for many of the same reasons that books are selected. Software reviews are available that are reliable. If the local librarians want to go it on their own there are software review criteria available in literature. The software can be identified by categories much the same way as we have the Library of Congress designations for books. Some of the choices are as follows:

o Computer Literacy - teaches how to use a computer.
o Programming - teaches how to make your own program, software.
o Drill & Practice - reinforce something that was already taught by some other means. Usually found in the basic skills: reading, language arts and mathematics.
o Interactive Tutorial - teaches new material for the first time.
o Simulations - life-like or fantasy situations created to teach both concepts and thinking skills.
o Personal Use - taxes, electronic spread sheets, word processing, budgeting , time management, filing systems, career and personal guidance, health

monitoring and maintenance, nutrition planning.
o Business & Investments - real estate management, investment management, stock market projections, project management.

All these possibilities which are illustrated in the bibliography are just one of the ways that a library can extend its collection of information and learning into another interactive dimension. This is a supplement to the traditional library services. Technology and the library can be a happy marriage if both learn to compromise and stay together, happily and productively for the sake of the clients which are forming an ever growing family of learners, young and old.

WHAT IS CALTAC?

THE CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES & COMMISSIONERS consists entirely of present and former library trustees, commissioners and system advisory board members whose goals are to:

Promote interest in the development of effective library service;

Provide library trustees, commissioners & advisory board members of different communities opportunity to work together;

Stimulate members to become better informed and more effective advocates for California libraries;

Cooperate with the programs of the California Library Association and the California State Library, and help to unify library action in the state;

Work for legislation for better library services. . .

CALTAC is an independent chapter of the California Library Association (CLA), providing means for exchange of points of view with the professional organization and making available services vital to CALTAC operations.

CALTAC encourages its members also to join the CLA, to receive the CLA NEWS LETTER to keep abreast of all California library concerns. CALTAC suggests further that its members designate the California Institute of Libraries (CIL), the library administrators group, as their consituent organization in the CLA.

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SOFTWARE BIBLIOGRAPHY FOR LIBRARIES

Note: This list is only a sample of software available and does not imply endorsement on the part of the author or the Los Angeles County Superintendent of Schools. Comprehensive software catalogs are available from many reputable school supply companies and publishing houses. Look for catalogs that indicate where software reviews may be obtained for their products.

Bank Street Writer

LOGO

Learning Games for Elementary School and Preschool: Juggle's Rainbow, Bumble Games, Bumble Plot, Gertrude's Secret, Gertrude's Puzzles, Rocky's Boots.

Middle Elementary Learning Games: In Search of the Most Amazing Thing, Snooper Troops, Granite Point Ghost, The Disappearing Dolphin.

Upper Grade Learning Materials: Pythagorean Proofs, Surveyor's Apprentice, Algebra Billiards, Magic Grid, The Market Place, Profit and Loss, Science Simulations, Water and Weather, The

Circulatory System, Heart Lab, The Scientific Method, Chemistry with a Computer, Volcanoes, Matter and Energy (Opportunities for Learning, Inc.).

Adult:
Consumer Series: Tips on Buying a Used Car, Shopping - Comparative Way, Consumer Fraud, Understanding Labels.
Personal Money Series: Eating for Good Health, All About Interest, How to Finance a Car.
Work Series: How to Get and Hold A Job, Self Concept and Your Work, Interviewing.

Simulations:
Flight Simulator, Everest Explorer, Air Traffic Controller, Cartels and Cutthroats, Farm, Isaac Newton and Fig Newton, President Elect, Three-Mile Island, Alpine Skier, What Would You Do?, The Factory, The Incredible Laboratory.

Library Skills

Career Information System

Computer Orientation:
Meet the Computer (beginning and intermediate)
Arrow Dynamics

TRUSTEES...WHO ARE THEY?
WHAT SHOULD THEY DO?

Presented by
MARILYN E. STEVENSON
Vice-President
CALTAC
Palos Verdes Library District

Those questions should concern all of us, whether we are trustees, commissioners, librarians, friends, or constituents and voters.

WHO ARE THEY?

The dictionary meanings for the words trustee and commissioner are very similar...a trustee is a person legally invested with property rights in the interests of others, and often the trustee is elected; while a commissioner is an official with prime responsibility especially of a public service. Today then, I am referring to both trustees and commissioners when I'm saying trustee.

Whether you are a trustee, elected or appointed, or a commissioner, or whether your library board members are trustees or commissioners...the significance is that trustees are critically important. They are named to a very significant role in the security, preservation, growth, and usefulness of California's libraries -- specifically, the public libraries of our communities.

In California, more so than in other states, we have trustees and commissioners that have specific charges that differ. Some California Boards have appointed trustees and their appointment terms may be for one, two, or four years at the discretion of a city council, mayor, or board of supervisors. Their roles may be advisory to the council or they may be administrative.

Other California libraries may have elected trustees that are either administrative or advisory, and some, like my special district in Palos Verdes, are elected to four-year terms and, since the district is autonomous, the trustees govern as a separate governmental entity apart from any city or county.

Trustees and librarians both need to know and understand what their particular mandate is by law, state codes, city charter, or whatever. You cannot operate effectively without the basic understanding of the source of your authority, power, and responsibility. Do you know?

Knowing whether your trustees are elected, appointed -- c sometimes, drafted -- to these administrative or advisory or governing boards is the first step only, but an important one in defining the WHO in our title.

Trustees are representatives of the community...perhaps of different segments of the community when there is a board of five or seven or twelve or more trustees. Ideally, they would combine to represent the different geographic, ethnic, economic, and political factions as well as different ages and sexes. It is really boring and even a little detrimental to have a board of all attorneys, all doctors, all real estate brokers, all homemakers, all teachers, all men or all women, or all retired citizens, or all young PTA moms.

But how very positive for the community to have all these groups represented!

Once this representative board is in place, they will have to be more than just representatives of the community -- or friends of the mayor that may have appointed them. There is a commitment and a responsibility that comes with the honor and glory of the title.

Alice Ihrig, former ALTA president and a prolific writer, has referred to "professional librarians and professional trustees". The criteria which she talks about apply to both groups. In my trustee tenure and research, I've lived with and collected a list of a dozen attributes that should apply to a responsible trustee and these attributes really do make for real professionals.

I would like to share this list of a dozen with you briefly. First, trustees are believers in libraries and library service (even more American than apple pie and flag raising). Second, they are library users (one can see them in the stacks, at the catalog, etc.). Third, they are salespersons (re libraries) in the most positive sense of the word. Fourth, trustees are public relations experts. We'll look at their role as communicators more later. Fifth, they are informed persons, especially as to how the library functions, and they are continuously seeking information as to what's going on in the library world. Trustees are caring persons. They are concerned about what the library can or cannot do for the community. Seventh, they are idealists. They accept and insist on high standards. They are also idea people...innovators and sometimes dreamers. Eighth, trustees, in spite of being dreamers are also realists. (They know not everyone in the community has or even wants a library card!) Ninth, they are the evaluators who are constantly asking if this is good enough. Trustees are, hopefully and ideally, joiners...goers...high energy people and supporters of causes, especially of library causes. Eleventh, they are the community representatives which we discussed earlier. It is vitally important for trustees to know about the community. And last, trustees are politicians...with a capital "P"! They must know the environment for getting things done -- not necessarily a political party spokesperson, but it certainly doesn't hurt to have friends in those places.

These attributes are the ideal qualities and will help the trustee keep the library a top priority in the community.

WHAT SHOULD TRUSTEES DO?

Trustees need to define their roles. This was covered in a brief way when we talked about Who Trustees Are, but in this definition, more specifically, we need to address what trustees should and should not do.

For instance, the relationships between trustees and librarians should never be adversarial...and they won't be if each has defined roles that the other knows and understands, too. A simple illustration of this is the example of a trustee board that hires a library director who, in turn, hires,

tires, and manages the staff. Each understands their respective roles and does not interfere with the others. If a question arises as to who is responsible for what, then a policy may need to be written and approved for future clarification.

Trustees need to communicate. This responsibility really follows closely with defining roles.

Communication is that wonderful, free-flow, friendly dialog that helps us learn, inform, share, and solve many of our problems. It may be oral or written, but it is never gossipy! It may be critical sometimes, but hopefully, it's constructively critical communication.

Individual board members, entire boards, and library staffs may all concur with the different library constituencies coming together to govern, plan, program, or finance the library; but that coming together may not always be a cozy romance or a compatible marriage. Sometimes, we can clash! We can resent each other or feel uncomfortable with the other's knowledge, expertise, prestige...or the lack of any of these. Then, we may feel that communication becomes unbearable if not impossible...or at least it seems that way. That is when we all must keep the doors of communication wide open. Communication can be cut off with the simplest of remarks, too. It can stynmie others' ideas if not carefully worded.

PROMOTION OF PUBLIC AWARENESS

This responsibility is akin to communication as well as to areas of public relations and publicity.

I like to call it "Show and Tell". Promoting public awareness of public library services is an often neglected but important responsibility of library board members. Only when citizens know about the wide range of services available at the public library will they use the library and benefit from all that their tax dollars provide.

Public awareness is in part the result of good publicity and public relations. To effectively promote public awareness, board members must have an understanding of people's perceptions about library services and policies. Also, trustees must understand community needs which the library can help fulfill. Some ways to do this are through public surveys, letters, a suggestion box, coffees, campaigns, promotions, or student board members representing the student community constituency. The community should identify you with libraries! Carry library books with you! Talk about the libraries at cocktail parties, etc. How can people live without our libraries? Believe your message!

ADVOCACY

Wearing CLA badges and carrying library logo book bags is one form of publicity but it is also very effective advocacy as we discovered walking the halls in Sacramento for CLA's Legislative Day. My subtitle for advocacy is "take a legislator to lunch...and preferably, lunch at the library."

All legislators need to be library advocates and they need our help. They need to know our concerns over First Amendment rights, banned books, annexation, consolidation, SB 358, etc.

Library trustees are true leaders when they advocate strengthened and improved public library services in their communities, regions, state and nation. Each library trustee has a responsibility to tell the library story to mayors and city council members, county commissioners, the Governor and state legislators, and to the President and members of Congress. (Financial setbacks since 1978 are now infamous but the message still needs to be told; our 60% cutbacks have not been redeemed.)

Public libraries have grown and improved because people cared and worked to develop services and facilities with adequate funding. Today, information needs have grown; public libraries are important more than ever as the community information center and the community resource for lifelong learning. Many libraries and schools of library science are now properly being called information centers to encompass their diverse services. Now more than ever, library trustees must be their advocates.

There are three important advocacy techniques for trustees, whether elected or appointed, to consider: communicate with other elected officials at the local, county, or state level; understand the political process (i.e. how to get measures passed at the local or state level); enlist effective community resource groups (high school students, Friends, volunteers, PTA's, senior groups, Chambers of Commerce, etc., to also be advocates.

FINANCING

A paramount responsibility of public library trustees is not only the acquisition but the supervision of the library's finances. Library financing includes:

a) preparation of the budget along with the library director;
b) presentation and advocacy of the budget to the appropriating authorities (city councils or county boards) who must act on it -- or even to your own governing board if this has been a committee assignment.
c) preparation and submission of applications for additional funds from other sources such as revenue sharing, foundations, arts and humanities commissions, FLSC Act (Federal Library Services and Construction Act) or other special programs;
d) implementation of the budget through evaluation and authorization of expenditures.

An added note here is that it must be decided in your library who does what in budget preparation, application for other funds, etc. (i.e. whether a budget committee or the library director does the first preparation of the budget.)

POLICY MAKING

The Library Board is responsible for adopting policy statements concerning public services, personnel, and materials selection. Usually, library staff draft proposed policy statements which are discussed by

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the board, modified if necessary, and adopted. Policies are needed in all libraries, even if there is only one employee, and in all library systems.

All policies should be reviewed regularly and revised as necessary. Policies should be published in a manual and copies of the manual should be provided for each member of the library board and available to staff and the public. Every trustee should understand the rationale for each policy and be able to interpret it to the public.

EMPLOYMENT CONCERNS

A subtitle for this topic could be: "Hire a qualified, competent librarian and let her/him do the worrying." This responsibility definitely needs written guidelines. Guidelines that have been adopted and written into your Board/Staff manuals. Sometimes an entire book is developed re employment/management concerns, labor negotiations, agreements, etc. The separation of the administration and the library board must be clear cut here.

As trustees, one of the most important tasks you will ever perform is hiring a director. And, if you are an advisory board member, no advice you give will ever be more important. There is much resource material available on hiring and evaluating the library director.

PLANNING

Planning is more important than ever in times of crisis and in these times of change -- and not just crisis management planning

(i.e. dealing with last night's vandalism, an irate patron, physical plant breakdowns, etc.) but short and long range life of the library. This has to be a joint effort with Board and Librarian/Management/Staff.

Every public library and system need to have short and long range plans with specific goals and objectives. Long range plans, adopted by the library board and developed with involvement from the board, staff, and local community(ies) establish priorities for the library system. Such plans serve as a framework for budgeting and guide day to day decision making. They also can establish a method for evaluating the services of the library system.

MEETINGS

This is such an obvious responsibility that we almost overlook it, perhaps...until you get a board member who is embarrassingly absent. Attendance is important! Participation is important! Of course, the communication, knowledge, and other "who" traits we mentioned earlier all come to pass in your participation or lack of it at Board meetings. Boards should always have prepared agendas, minutes, financial reports, etc. Board members should be prepared and have done their homework before the meeting.

Don't overlook having meaningful meetings! Consider all agenda items as you peruse your agenda and decide whether items are for information and/or education only, or if action (problem solving) will be involved. Then, do your homework!

SELF-EDUCATION

Trustees need to constantly be educating themselves about libraries, technology, etc. Today's workshop is part of this responsibility. Many books are available on trusteeship, role of the trustee. Virginia Young's <u>The Library Trustee Practical Handbook</u>, Alice Ihrig's <u>Professional Trustee and the Professional Librarian</u> - Some <u>Criteria</u>, and CALTAC's contribution is the 1981 <u>Tool Kit</u>, are all worth considerate studying.

WHERE DO THEY GO FOR HELP?

There are many available resources for trustees besides the previously mentioned books. Your local library is an excellent source of information for trusteeship! Attending CLA conventions, Legislative Days, workshops, and other meetings can help each trustee to also expand his expertise. Oftentimes, help is available from the community itself. It is very possible to hire or use volunteer community consultants, to work with other jurisdictions (i.e. school districts), and to share information with these groups as well. American Library Association, American Library Trustee Association, California Library Association and its many chapters, the California State Library, and of course, CALTAC...all are possible sources for assistance.

Each of us has different reasons or motivations for being trustees. If we weren't committed, we probably would not be participating in this workshop. Trustees really can build that special atmosphere in the community that is supportive of libraries and librarians -- financially as well as philosophically.

CALIFORNIA ASSOCIATION OF LIBRARY TRUSTEES & COMMISSIONERS

Application for Membership, Calendar Year _____   NEW ☐   RENEW ☐

Name_____ Phone_____ Appl'n Date_____

Address _____ City _____ Zip _____

INDIVIDUAL MEMBERSHIP ($7 50) ☐ NON-VOTING SUBSCRIPTION ($7.50) ☐

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Are you also a member of the California Library Association (CLA)?
☐ Yes   ☐ No

Please complete the following

TRUSTEE, COMMISSIONER OR REG'L COUNCIL MEMBER   Present ☐ Former ☐   SAB MEMBER   Present ☐ ner ☐

Name of Library & Commission or Council _____   Name of Coop Library System _____

Check CALTAC activity most interesting to you
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