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ABSTRACT

This document contains brief answers to some of the most frequently raised issues related to running a small Vermont public library. Areas covered include accessibility, the American Library Association, automation, awards, binding, services for the blind and physically handicapped, the Board of Libraries, the Board of Trustees, book dealers, book mending, book prices, budgeting, building planning, calendars, certification, circulation procedures, collection development, community libraries, confidentiality, continuing education, cooperation with other libraries, copyright, the Department of Libraries, emergencies, envisioning excellence, the e-rate, ethics, fees, fines, friends of the library, gifts, grants, the Institute of Museum and Library Services, insurance, intellectual freedom, interlibrary loan, inventory, job descriptions, jobbers, large print books, librarian's duties, literacy, the Library Services and Technology Act, the Master of Library Science degree, the Northeast Documents Conservation Center, the New England Library Association, the open meeting law, out-of-town borrowers, overdues, National Library Week, performance evaluations, personnel, planning, policymaking, programming, public relations, reading, reference services, reviewing journals, safety, salaries, standards, statistics, tax exempt status, the Vermont Arts Council, the Vermont Automated Libraries Systems, the Vermont Center for the Book, the Vermont Council on the Humanities, the Vermont Library Association, the Vermont Library Trustees Association, volunteers, weights and measures, and who to call. (MES)

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VERMONT PUBLIC LIBRARY ALMANAC

A compendium of often-answered questions,
2nd ed.

by
Marianne Kotch
Director, Public Library Support Services

DEPARTMENT OF LIBRARIES
Montpelier, Vermont
September, 2002

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PREFACE

- *What should we pay our librarian?*
- *How much insurance do we need?*
- *How do I start a Friends group and what does one do?*

These and many similar questions have been the meat of my day for many years. I welcome such calls from Vermont's hardworking, thoughtful public librarians and trustees. Often their questions have jettison me into action: writing a bibliography or handout; making a visit to see a situation and recommend solutions; planning a workshop.

This second edition of the *Almanac*, as with the first, includes brief answers and this consultant's views about some of the most frequently raised issues and details related to running a small Vermont public library. Please remember that one of my favorite replies over the years has been "it depends..." I believe in taking the library's particular (or peculiar) situation into account and in addressing larger, underlying issues when looking for solutions.

Because each entry is short, it includes resources for further investigation: handouts available from the Department of Libraries, websites, books and videos available through interlibrary loan. All websites were operable in mid-September, 2002. The *Almanac* is arranged alphabetically, and cross references are noted in **boldface** throughout the text.

Keep those questions coming – they make life interesting!

Marianne Kotch
Director, Public Library Support Services

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- note: cross-references are noted in **boldface** throughout the text

ACCESSIBILITY

The Americans with Disabilities Act took effect January 26, 1992. This important civil rights legislation touches nearly every segment of public life and applies to private businesses as well as public services such as libraries. It goes beyond simply making buildings physically accessible by making it illegal to discriminate on the basis of disability in employment as well as delivery of services and programs.

Making library services accessible to all is a continuous process that involves all public services, whether or not they have been physically altered or recently built. Consider not only people who use wheelchairs and have mobility problems, but also those who have trouble hearing, speaking, seeing, and other disabilities. Sign language interpreters, hearing systems, low-vision aids, large print computer capability, and other alternatives should all be considered and offered as practical.

Every public library, whether municipal or incorporated, should have conducted a self-evaluation of its facility, services, and employment practices by June 30, 1992, and should have a written plan for become fully accessible and for interim, transitional service delivery. Your library's policies should address measures you will take to serve and employ people with disabilities; this is especially important if your library is not yet wheelchair accessible.

Resources:

<http://www.usdoj.gov/crt/ada/adahom1.htm> – US Dept. of Justice ADA Homepage

<http://www.usdoj.gov/crt/ada/checkweb.htm> – Checklist for Readily Achievable Barrier Removal

AMERICAN LIBRARY ASSOCIATION

50 East Huron St., Chicago, IL 60611

(312) 944-6780; 1-800-545-2433

<http://www.ala.org>

Founded in 1876 by Melvil Dewey, ALA is the oldest and largest library association in the world. Its mission is "to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all." ALA has a national membership of over 52,000, with 229 from Vermont. Vermont's representative to the ALA Council is David Clark of Middlebury.

ALA serves as a strong voice for **intellectual freedom** and public support of libraries. Its Washington Office is active in promoting library-related legislation, and its Offices for Intellectual Freedom and for Research are a helpful resources. ALA's annual summer conference draws approximately 20,000 librarians from all types of libraries to a vast number of programs which include how-tos as well as inspirational talks by authors and experts in the field. Future dates for ALA conferences are June 19-25, 2003, in Toronto, Ontario, and June 24-30, 2004, in Orlando, FL.

ALA's 11 divisions include the Public Library Assn. (PLA), the Association of Library Service to Children (ALSC), the American Library Trustees Assn. (ALTA), and the Library Information and Technology Assn. (LITA). ALA publishes American Libraries monthly for its

members and also publishes periodicals of its various divisions and the **reviewing journals Booklist and Choice**. It also publishes library science books and produces library **public relations** materials, including the popular celebrity "READ" posters. ALA develops a national theme each spring for **National Library Week** and also sponsors Banned Books Week and National Library Card Sign Up Month each September. ALA's website contains a host of resources for librarians and trustees, including intellectual freedom documents, tips, facts, and more. Basic membership in ALA costs \$100 a year; \$50 in the first year, \$75 in the second year, and \$35 for nonsalaried librarians and trustees. Division membership dues vary.

AUTOMATION

With the increased use of computers in all aspects of life, it is only natural that libraries now use them to perform routine functions and to expand resources available to users. The Department of Libraries coordinates the **Vermont Automated Libraries System (VALS)** which offers access, via the state government information network (GOVnet), to its holdings; those of the state's major academic, school, and public libraries; and the **internet**. In the past ten years or so, many Vermont public libraries have automated circulation, registration, the public catalog, and other aspects of library service. A list of school and public libraries with their particular automation vendors is available at http://dol.state.vt.us/WWW_ROOT/000000/HTML/systems.html.

Automating library functions is a great deal more complex than one may think because of the vast amount of bibliographic information needed to be stored and accessed in many combinations. Do NOT attempt to write a program for circulation or to provide a public access catalog yourself. Purchase a system from a reputable vendor after a careful planning and evaluation process.

Resources:

http://dol.state.vt.us/gopher_root5/libraries/vplf/AutomationChkLst.pdf – checklist of considerations developed by Sheila Kearns, Dept. of Libraries

Planning for automation: a how-to-do-it manual for librarians, 2nd ed., by Cohn, John M., et al. (Neal-Schuman, 1997).

AWARDS

Nationally and on the state level, there are a number of literary prizes and special mentions made regularly. The previous year's winning titles or authors can often be found in the most recent **World Almanac** and **Bowker Annual** as well as some **reviewing journals** and on the internet. Two awards, the Dorothy Canfield Fisher Memorial Children's Book Award and the Red Clover Award are Vermont-based. Others of note are:

- American Book Awards - various adult and children's categories; selected by a coalition of publishers, librarians, and booksellers.
- Boston Globe - Horn Book Awards - children's books; presented at fall New England Library Assn. conference.
- Caldecott Medal - awarded to the artist of the most distinguished picture book by the American Library Assn. each year
- Michael L. Printz Award – awarded for excellence in literature written for young adults by the American

- **Library Association** each year
- John Newbery Medal - awarded for the most distinguished contribution to literature for children by the **American Library Assn.** each year
- Nobel Prize for Literature - awarded for an author's body of work
- Pulitzer Prizes in Letters - honors works of American writers, dealing preferably with American themes
- Laura Ingalls Wilder Award - presented every three years to the author or illustrator whose books have made a lasting or substantial contribution to children's literature, as voted by members of the ALA Association for Library Service to Children.

In addition, related divisions of the **American Library Assn.** develop annual lists of "notable" adult, young adult, and children's books, reference books, audio-visual materials which are often listed in **Booklist** around April 15 and **School Library Journal** and **Library Journal**.

Resource:

<http://www.bookwire.com/bookwire/otherbooks/Book-Awards.html> – lists of current and past winners

<http://www.ala.org/pio/factsheets/notables.html> - ALA's "notables" lists

BINDING

The Department of Libraries has negotiated a contract for bindery services with Bridgeport National Bindery, 662 Silver Street, PO Box 289, Agawam, MA 01001-0289, (413) 789-1981, 1-800-223-5083, <http://www.bnbindery.com>. Vermont libraries may also use the state's contract number although there are other bindery services in the region. Binding can reduce the value of a book and, in some cases, is not an appropriate preservation method. If you do send something to the bindery, considering saving the dust jacket so that you can put it back on the book when it returns for circulation.

BLIND AND PHYSICALLY HANDICAPPED, SERVICES TO

The **Department of Libraries** serves as Vermont's regional library under the National Library Service of the Library of Congress. The Department's Special Services Unit distributes talking books on flexible disc and/or cassette tapes, necessary listening equipment, and large print materials to eligible individuals. Because the materials are produced under special arrangements between the Library of Congress and publishers, they cannot be played on conventional players but must be played on the equipment provided.

Application forms may be certified by a physician or a librarian for anyone who cannot read or use ordinary printed material because of permanent or temporary physical limitations. Once an application is received, the individual borrower deals directly with the SSU which determines his/her interests and then mails materials and equipment free of charge. Public libraries and their bookmobiles, senior activity centers, nursing homes, and other institutions may also borrow deposit collections of large print books to circulate. For more information call the SSU at 828-3273, or 1-800-479-1711.

BOARD OF LIBRARIES

The seven-member advisory body to the State Librarian is appointed by the Governor for four year terms. A list of members and their terms appears in the **Biennial Report of the Vermont Department of Libraries**. The board annually elects a Chair and a Vice Chair. The State Librarian

serves as Secretary to the Board which is also empowered to make decisions regarding geographic names in the state. Meetings are generally held on the third Tuesday of even-numbered months at 10:30 am at the Midstate Regional Library in Berlin. For more information, call the State Librarian's Office at 828-3265.

BOARD OF TRUSTEES

By statute each public library in Vermont has a board of trustees responsible for its operation. Not only are trustees important public officials responsible for developing **policies** that provide library service to their communities, they are a vital link to any community. Together, the trustees and library staff set the tone for library service to a community, the library's "personality."

Appointing or electing trustees depends on whether the library is an incorporated or a municipal library. Most Vermont library boards have from 5 to 9 members. Incorporated libraries' trustees are generally self-appointed, with successors being chosen by existing trustees. Municipal libraries' trustees are generally elected at town meeting or appointed by the town selectboard or city council. To meet the minimum **standards** for Vermont public libraries, a library must have at least one trustee who is municipally appointed or elected, regardless of whether it is incorporated or municipal.

What makes a good trustee? Imagination, dedication, and vision of public library service combined with understanding of the community's traditions, needs, people, and resources. A trustee should also be committed to learning more about the potential for his/her library and service in general. S/he should be willing to attend all meetings and work cooperatively with the group. A library's board of trustees should have by-laws that cover procedures for selecting/electing new members, outline terms of office, delineate officers and their duties, discuss handling vacancies, and outline other procedures relating to operation of the board. By-laws should be reviewed regularly.

Take time to provide orientation as each new trustee joins the board. S/he should receive an information packet, including by-laws, **policies**, job descriptions, budget, long range **plans**, lists of board and staff members, general information about the library, ALA's code of **ethics**, and a Manual for Vermont Library Trustees. A new trustee should also tour the library and meet with the librarian and/or board chair to discuss roles, responsibilities, problems, and expectations.

Most library boards meet regularly - monthly or so - to review policy, discuss issues with staff, evaluate progress, and develop long range plans. If a board never gets a chance to move beyond discussion of details to discussion of policy and long range vision, it is probably not meeting often enough. Board meetings should be warned and open to the public under the guidelines of the Vermont **Open Meeting Law** (1 VSA, Sec. 310), which also includes restrictions on executive sessions. Most boards hold their meetings at the library and to set a fixed schedule ahead of time. Minutes should be taken and made available to board members as well as to the general public within five days after each meeting. Mark these minutes "unofficial" until they are approved at the next board meeting.

Resources:

A Manual for Vermont Public Libraries, by Marianne Kotch. Dept. of Libraries, 1994.

http://dol.state.vt.us/gopher_root5/libraries/laws/library.html - The Law of Public Libraries, published jointly by the Vermont Secretary of State's Office & Department of Libraries, 1999

The Trustee of the Small Public Library, by Virginia Young (ALA, 1992).

BOOK DEALERS

If you have a book that is no longer useful in your library but which may be valuable, you may wish to contact an antiquarian dealer. Send him/her a detailed description of the book - author, title, publisher, date, condition, etc. The latter is important because many library markings diminish the value of older books. A reputable local book dealer can also be invaluable in helping you locate replacements of useful older titles and sometimes in reviewing weeded items to uncover any hidden "treasures."

Resources:

<http://www.valley.net/~vaba> - Vermont Antiquarian Booksellers Association
Book Collecting: A Comprehensive Guide by Allen Ahearn (Putnam, 1989).

BOOK MENDING

Mending books in your collection is an art that can sometimes extend the life of important titles. Remember that your time is money, too, so think hard before you mend something. Is it worth the effort? Can the book be easily replaced? Does your collection really need it or is there a newer, better title available? Mending can greatly reduce the value of a book to a collector or dealer because it often requires additional tape, glue, stickers, etc.

Various library suppliers (e.g., Brodart, Demco) sell mending supplies, and some even sell kits and how-to manuals. If you or someone on your staff needs help or training with mending, call your regional librarian and ask for a miniworkshop.

If you are having trouble removing odors from books, try putting one or two in a plastic bag on top of some ordinary clay kitty litter. Close the bag tightly and set aside for about two weeks. This should remove most odors. If it does not, weed the book. Books tainted with mildew generally cannot be salvaged. For information about water damage due to floods or fire protection, contact the **Northeast Document Conservation Center**.

Basic mending supplies

- Bind art adhesive
- Cloth spine tape (black) - 2", 3", 4", 6"
- Single-stitched binder tape (gray)
- Paper hinge tape, 1"
- Filament tape, 1/4"
- Perforated hinge tape, 1"
- Scotch book repair tape - 2", 3", 4"
- Easy-bind, self-aligning repair tape
- Kapco covers, various sizes
- Exacto knife with blades and blade sharpener
- Scissors
- Squeeze bottle for glue
- Bone folder Book press
- Wax paper
- Rubber bands
- White unlined paper
- Scotch magic transparent tape
- Scotch taping system applicator
- Silver marking pen (Pilot)
- Needle and thread
- Assorted brushes (medium-long handles)

Resources:

<http://www.philobiblon.com/bkrepair/BookRepair.html> – very basic how-tos

<http://www.kapcolibrary.com/links/links.asp> – links to book repair-related websites

Book repair : a how-to-do-it manual for librarians, by Kenneth Lavender & Scott Stockton. Neal-Schuman, 1992.

BOOK PRICES

The Bowker Annual of Library and Book Trade Information lists library and publishing statistics for the previous year and is the official source for determining average prices of hardcover books, roughly broken down by Dewey number, as well as trade and mass market paperbacks.

Preliminary figures for children's books can be found on School Library Journal's website (<http://www.slj.com>) and in its March 1 issue. Preliminary average prices for books published in the previous year can be found in the current year's Bowker Annual.

Jobber discounts vary according to the type of book, but generally, nonfiction and reference materials cost more than fiction, and adult books cost more than children's books, except picture books.

Average book prices, 2000:

- All hardcovers - \$60.80
- Hardcover fiction - \$25.33
- Hardcover juvenile titles - \$19.91
- Mass market paperbacks - \$5.76
- Fiction mass market - \$5.18
- Juvenile mass market - \$5.18
- Other ("trade") paperbacks - \$29.48
- Fiction paperbacks - \$15.75

BUDGETING

To insure sound financial management, every public library, regardless of size or funding sources, should have an annual operating budget. It will guide staff decisions and present a concrete, realistic picture of what the library will and can do in the coming year. The library director and trustees should work together on planning and then allocating the library's resources. The budget should reflect the priorities and contingencies identified in the library's long range **plan**. It should present a realistic picture of both income and expenses.

The library's operating budget addresses the resources available and anticipated expenditures for the daily running of the library. The library's governance and funding will probably guide the format. However, some common elements that appear in most public library operating budgets are various sources of income - town appropriation; interest on endowments, savings, etc.; **grant** sources; **gifts**, donations, local **fundraising** activities, **finances**, **fees**, payments for lost books - and expenses for **personnel**, library materials and other operating. The latter category can include utilities, telecommunications, travel, **public relations**, **programming**, office supplies, building maintenance, postage, **insurance**, and more.

While operating expenses recur from year to year, capital expenses are major, nonrecurring expenses incurred in construction, purchase, or major renovation of buildings and property. Non-consumable items, such as furniture and equipment are considered capital expenses when they will be used over a relatively long period of time.

The library's fiscal year should be established and consistent. A fiscal year is an accounting period of 12 months, which may or may not coincide with the calendar year. Your major funding source may determine the library's fiscal year, and many town-supported libraries' fiscal years coincide with those of their towns. Many public libraries receive in-kind support in the form of rent, heat, lights, employee benefits, etc. This should be taken into account as part of the library's total financial picture.

Resource:

Budgeting : a how-to-do-it manual for librarians, by Alice Sizer Warner. Neal-Schuman, 1998.

Fundraising for the small public library : a how-to-do-it manual for librarians, by James Swan. Neal-Schuman, 1990.

BUILDING PLANNING

A public library building is a valuable community asset and should be lovingly maintained. In the early 1900's, when many Vermont public libraries were built, public libraries were used differently than they are today. As important community structures, they were literally set on pedestals. Today, these old buildings can still serve their communities, with some upgrades. Updated wiring, lighting, and heating plants; accessibility modifications; and reorganization of space to meet today's service priorities are some of the physical improvements most public libraries have faced in recent years.

Sometimes, community growth or change in library service calls for expansion of library space, either with a renovation/expansion project or a completely new building. If your library is embarking on a building project, begin with a thorough community-based long range **planning** effort to determine what the community's needs are and how the library can best fulfill those needs.

The plan should help the library board and staff determine service priorities which will, in turn help you determine what proportion of the total space to allocate for those services.

While there are no national standards for public library buildings, such as optimal square footage per population served, you can start to determine the size facility needed by comparing your library's statistics, including square footage, with those of libraries serving similarly-sized communities, offering similarly-sized collections and services, and experiencing similar service statistics such as annual circulation, program attendance, and annual visits. Another good place to start is the Connecticut State Library's excellent space planning guide, which is available at <http://www.cslib.org/libsp02.pdf>. This will give you an idea of the square footage needed for your collection, meeting spaces, staff areas, etc. The result of using this guide will be an *ideal* which will then be honed as you consider the library's planned priorities, community support, and funds available and needed to fulfill your dream.

Resources:

Library space planning : a how-to-do-it manual for assessing, allocating and reorganizing collections, resources, and facilities, by Ruth A. Fraley and Carol Lee Anderson. 2nd ed. Neal-Schuman, 1990.

<http://www.dpi.state.wi.us/dpi/dltcl/pld/plspace.html> - Public Library Space Needs:

A Planning Outline, by Anders C. Dahlgren. Wisconsin Dept. of Public Instruction, 1998.

CALENDAR

Following is a basic list of "when things generally happen" for Vermont public libraries.

<p style="text-align: center;">January</p> <ul style="list-style-type: none"> • VLA/NELA/ALA membership year begins – time to renew • Dept. of Libraries workshop packet mailed • Hold legislative breakfast or gathering, either with area libraries or alone 	<p style="text-align: center;">February</p> <ul style="list-style-type: none"> • Line up people to speak on library's behalf at Town Meeting • Plan Town Meeting display and/or activities • Finish planning National Library Week activities 	<p style="text-align: center;">March</p> <ul style="list-style-type: none"> • Town Meeting - elect new trustees; orient new trustees; elect officers; review policies, by-laws • DOL workshop season begins • DOL/VLTA/UVM Ext. Svc. Town Officers' Trainings (for trustees) • <u>CAYAL spring meeting</u>
<p style="text-align: center;">April</p> <ul style="list-style-type: none"> • School Library Media Month • National Library Week • Order summer reading materials; plan summer programs 	<p style="text-align: center;">May</p> <ul style="list-style-type: none"> • Vermont Green Up Day • Vermont Library Conference (5/22-23 or so) • Children's Materials Review Sessions 	<p style="text-align: center;">June</p> <ul style="list-style-type: none"> • Visit schools to publicize summer programs
<p style="text-align: center;">July</p> <ul style="list-style-type: none"> • Annual American Library Assn. conference 	<p style="text-align: center;">August</p> <ul style="list-style-type: none"> • Plan fall programs and book discussions 	<p style="text-align: center;">September</p> <ul style="list-style-type: none"> • ALA Library Card Sign-up Month • Banned Books Week • Evaluate summer programs, send feedback to Dept. of Libraries • Standards mailing from Dept. of Libraries
<p style="text-align: center;">October</p> <ul style="list-style-type: none"> • 15 - Compliance date for some standards • many local libraries' budget process begins • New England Library Assn. annual conference • Plan to visit school libraries during the year 	<p style="text-align: center;">November</p> <ul style="list-style-type: none"> • 1 - Standards application deadline and Public Library Report due to Dept. of Libraries • First Saturday – Statewide trustees conference • Children's Book Week • Children's Materials Review Sessions 	<p style="text-align: center;">December</p> <ul style="list-style-type: none"> • Many library annual reports for inclusion in Town Reports due; budget hearings with town • Plan spring programs and book discussions
<p>Regular events</p> <ul style="list-style-type: none"> • Vermont Board of Libraries meetings - third Tues. of even months • Dept. of Libraries NEWS published quarterly • Vermont Library Assn. board meetings – third Thursday of even months • Vermont Library Assn. VLA News published 10 times/year • meetings of county-wide librarians' groups 		

CERTIFICATION

The **Department of Libraries** offers a certification program for public librarians who do not have formal library training such as a **Master of Library Science (MLS)** degree or its equivalent. The Chair of the Certification Board is a consultant for the **Department of Libraries**, and other members include the State Librarian, the president of the **Vermont Library Association**, a trustee, and a public librarian. Certificates are awarded annually at the Vermont Library Conference, and specific guidelines are available from the Department of Libraries or at http://dol.state.vt.us/GOPHER_ROOT5/LIBRARIES/MISC/cert_guidelines.HTML.

CIRCULATION PROCEDURES

Most libraries have developed procedures for keeping track of items that they loan. It is important, particularly if a library uses volunteers, to have a procedure manual that specifies the steps for registering new patrons and checking items in and out. Whether manual or automated, a library generally has the following files:

- Borrower registration - name, address, phone number, borrower number of individual patrons (or families with individuals listed). This should be updated about every three to five years. When a library assigns borrower numbers, it generally keeps an alphabetical file as well as a cross-reference file by number.
- Circulation file - generally arranged by due date and then by fiction/call number. Some libraries separate adult and juvenile materials; others have special sections for audio-visual and other library materials (periodicals, pamphlets, microformats, etc.). Arranging circulation cards by due date facilitates tracking down materials that are overdue but makes it difficult to locate requests and reserves.

At the time of registration many libraries give the person a library card with his/her number and an expiration date on it. Prospective patrons also may be required to show identification and sign a card agreeing to responsibility for lost or damaged items. Because children (under 18) cannot legally be held responsible for the items they borrow, many libraries also require a parent's or guardian's signature.

Loan periods vary from library to library, and can range from two weeks to one month for most items. In determining your library's loan period, consider how often it is open and the fact that, in our busy society, library customers cannot always read, use, and return items within two, or even three, weeks. Some libraries have a shorter loan period for bestsellers and other popular items, including videos.

Resource:

Behind the Scenes at the Dynamic Community Library by Beth Wheeler Fox (ALA, 1991).

COLLECTION DEVELOPMENT

Collection development is a process that includes selecting and acquiring new library materials, assessing the collection for coverage of various topics, and weeding little used or outdated items. Because the library's collection should respond to the needs of library users and the community in general, it should be constantly changing. It should reflect the library's service priorities based on its long range plan.

Developing a useful collection is among a librarian's primary responsibilities. It involves making necessary choices within a budget, as well as using professional judgment; knowledge of the community, the existing collection, and the literary or publishing world; reviews in professional journals; and specialized bibliographies. It is wise to become a collector of bibliographies and a reader of reviews in a variety of sources. Vermont librarians should request "Bare Bones" bibliographies for adult and children's materials from the Department of Libraries.

Today's library collection includes books and non-book formats. Audiocassettes, videos, microforms, computer products, puzzles, and many other items are circulated to or used by the

public. With so many choices and so many individual needs to satisfy, no collection should be developed without a clear understanding of the community and without long range **planning** and **policies**.

Suggested reading:

Collection Development in the Small Library by Marianne K. Cassell and Grace W. Greene (ALA, 1990).

<http://dlapr.lib.az.us/cdt/weeding.htm> - Useful advice from the Arizona State Library. Part of an online collection development training package.

http://www.wmrls.org/services/colldev/weed_it.html - Useful advice and philosophy on weeding by Karen Klopfer, of the Western Massachusetts Regional Library System

COMMUNITY LIBRARIES

Vermont has 12 public libraries that are officially combined with school libraries, and these are known as "community libraries". While the Department of Libraries treats these libraries as public libraries, it has also developed guidelines for these libraries because combining two types of libraries which serve different needs in different ways can be more difficult than concentrating on one or the other.

Public libraries located in school buildings can enjoy visibility and offer user convenience. They may also offer visibility to the educational services available to all townspeople and involve all community members in lifelong learning. Sharing space and services may appear ideal on the surface, but users may also encounter or perceive barriers to access. The general public needs to feel as comfortable and welcome in a community library as it might in a separate public library. Special attention must be paid to maintaining a collection and offering services that suit a broad range of needs and to upholding principles of intellectual freedom and confidentiality.

Libraries considering the community library option should study the pros and cons carefully to determine if library service will improve for all if the facilities and administrations are combined.

Resources:

Guidelines for Community Libraries. Department of Libraries, 1995.

Combined School-Public "Community" Libraries: A 1993 Overview, by Marianne Kotch. Dept. of Libraries, 1993.

<http://www.dpi.state.wi.us/dpi/dltcl/pld/comblibs.html> - Combined School and Public Libraries: Guidelines for Decision Making, 2nd ed. Wisconsin Division for Libraries and Community Learning, 1998.

CONFIDENTIALITY

Confidential borrowers' records insure the privacy of library users. Customers should feel comfortable borrowing or using any public library resources or services (unless those items are restricted because of fragility or rarity) without fearing the consequences. Your library risks causing problems for customers if you release, without an official court order, information about their specific or general borrowing habits or library use. You - library, trustees, and staff - risk being sued by customers for invading their privacy.

1 V.S.A. Sec. 317(b)(19) insures the confidentiality of records identifying the names of library users and what they borrow. The Vermont **Board of Libraries** passed a policy in December, 1981, requiring that the circulation records and others identifying names of users be "strictly confidential." The 1986 and 1993 **Minimum Standards** for Vermont Public Libraries expect libraries to have policies addressing confidentiality.

It is not enough to state that customers' records are confidential in your **policy**. Make sure your procedures reflect that policy. Your policy on confidentiality can state the above in a generic way. You might simply state that all records identifying the names of users will not be available to anyone except by court order and that library procedures will be developed to insure customers' privacy at all times.

Refrain from:

- chatting with customers about others' reading, borrowing, or Internet "surfing" habits.
- using borrowers' names on book cards. Assign numbers to customers and consider giving them library cards. Family cards are permitted as long as confidentiality is maintained.
- sending overdue notices listing specific titles via postcard (even though the U.S. Postal Service assures confidentiality of items mailed).
- telling people who has books when they request them.
- giving public officials the names of library users without their specific permission.
- using library borrowers' files for fund raising or publicity activities without individuals'

Every patron deserves privacy and nonjudgmental service. Public library policies should include commitments to the confidentiality of records identifying the names of library users and what they borrow, as required by 1 VSA Sec. 317 (b)(19).

COOPERATION

Vermont's libraries have a tradition of sharing that mirrors New England "mutual aid." During 1938-40, the W.P.A. created union catalogs of the holdings of libraries in many states. After this time, some states' union catalogs lapsed, but the Vermont Union Catalog (VUC) remains a vital link in statewide library resource sharing today. Maintained by the Department of Libraries, the VUC is now in two formats, on-line via the various databases of the **Vermont Automated Libraries System** and on some 312,000 cards. Any library which wishes to borrow items from any other library in the state and beyond for its patrons should contribute to the VUC at least annually. Further information on the VUC is available from the Department's Technical Services Unit or at http://dol.state.vt.us/WWW_ROOT/000000/HTML/vuchome.html.

Aside from loaning and borrowing materials among libraries, cooperation takes many forms, all important to local libraries. Each public librarian should know about the resources and services of public, school, college, and special libraries in his or her area in order to make referrals and use those resources fully. This means getting to know the librarian(s), visiting the facility, and browsing through the collection on a regular basis. Sharing information and ideas, as well as gift materials is important to creating ties with area libraries.

Cooperative projects can help the public become more aware of the many library resources

available locally. Franklin-Grand Isle libraries sponsor public programs together several times a year and "block book" performers to reduce costs to individual libraries. In Chittenden County, there is a reciprocal borrowing agreement among most of the libraries so that patrons may use almost all of them free of charge simply by registering for a "Home Card" at their home libraries. In the Upper Valley, Vermont and New-Hampshire librarians have formed an audio-visual sharing cooperative whereby each participant pays an annual fee and collections of videos and audio books circulate among the libraries. Thus, cooperation takes many forms.

In many parts of the state, public librarians meet regularly to share ideas and information. Sometimes, school librarians are also included in these regional gatherings, which occur on an informal county-wide basis around the state. Your regional librarian should be able to tell you if there is a group in your area and when it meets. If there is no group, start one by calling neighboring librarians.

COPYRIGHT AND INTELLECTUAL PROPERTY

The Copyright Act of October 19, 1976, became effective January 1, 1978, and protects the rights of authors and publishers. "Fair Use" guidelines allow individuals to make one copy of certain materials for scholarship. There are also guidelines for teachers using materials in classrooms. The law also affects librarians in a variety of ways, notably copying materials in print and other formats and using videos.

Copying

According to the law, libraries are required to post copyright warnings prominently at photocopy machines. This practice insures that library staff are not liable if the public infringes on the law. The notice should read as follows:

The copyright law of the United States governs the making of photocopies or other reproductions of copyrighted material. Photocopies or other reproductions can be furnished only under certain conditions, if they will be used solely for private study, scholarship, or research. Use of the reproduction for other purposes may make the user liable for copyright infringement. This institution reserves the right to accept a copying order if, in its judgment, fulfillment of the order would involve violation of the copyright law.

Warning notices should be stamped on photocopies provided on interlibrary loan to other libraries. The warnings should read as follows:

NOTICE: This material may be protected by copyright law (Title 17 U.S. Code).

All libraries, even those without copying machines, have copyright record-keeping responsibilities for magazine or newspaper photocopies they request on interlibrary loan. They must verify whether their request comply with Copyright Guidelines developed by the National Commission on New Technological Uses of Copyrighted Works (CONTU) - CCG - or comply with the copyright law - CCL. CCG applies to requests for copies of articles published in the previous five years. Libraries may request only five article photocopies from a given publication in a given year. CCL applies to requests for copies of articles from periodicals older than the previous five years, for which there is no limit to the number of copies requested from any given periodical.

Finally, libraries must keep records of copyright compliance for three years.

Video

Many public libraries now circulate videotapes and use them in programming, but it is important to be aware of applicable laws. Some videotapes are produced with "Public Performance" rights; others are designated for "Home Use Only." If a library collection contains "Home Use Only" tapes, these may not be used for library programs which by their very nature are public performances.

If a tape does not clearly specify that it is cleared for public performance, a librarian must assume that it is for home use only. Thus, a librarian cannot pick up a tape on sale at a local department store and then show it in the library, even to one patron on an unscheduled basis. In addition, libraries cannot show tapes rented at local video stores unless they have purchased a public performance contract (about \$250 annual fee). Contact the Motion Picture Licensing Corp. at 1-800-462-8855 (<http://www.mplc.com>).

Educators often tape television programs for one-time use in the classroom, in compliance with the copyright law, but public libraries may not tape programs and circulate the tapes to patrons.

Other problem areas

The copyright law applies to copying most formats, including parts of books, magazine articles, sheet music, computer software, etc. Public libraries may not make audio tapes of books in their collections for circulation to patrons because these are commercially available. They also may not copy printed or audio-visual items in their collections for circulation unless the copies are made to preserve the original items which are out of print or unavailable. This precludes making cassette tapes of phonograph records or copying cassette tapes to secure them.

In the case of computer software, most packages come with a "license agreement" which usually gives the purchaser the right to use one copy of the program on a single computer and also allows for a backup copy. Software manuals and documentation usually may not be copied. Libraries should avoid using hand-me-down software or copying that owned by "friends." They may, however, use "public domain" software or "shareware."

Resources:

The Copyright Primer for Librarians and Educators, Second Edition by Janis H. Bruwelheide (ALA/NEA, 1995).

<http://copyright.ala.org/> - ALA's copyright website

<http://www.ala.org/library/fact7.html> - ALA's "Video and Copyright" fact sheet

DEPARTMENT OF LIBRARIES

109 State St., Montpelier, VT 05609-0601

(802) 828-3261; FAX 802/828-2199

<http://dol.state.vt.us>

The Department of Libraries is a department of state government in the Agency of Administration created under 22 V.S.A. Sec. 605-606. It is headed by State Librarian Sybil Brigham McShane who works under the direction of the Secretary of Administration. It has a seven-member advisory **Board of Libraries**, appointed by the Governor, and its first priority is to serve as the information resource for the Legislature, the state Court system, and state government. Funding comes from an annual state appropriation and from the federal **Library Services and Technology Act (LSTA)**. Some funds also come from the Elva Sophronia Smith Fund, a bequest from a Vermont native who became a noted children's librarian.

The Department also serves as the coordinator of the Vermont Resource Sharing Network and the **Vermont Automated Libraries System (VALS)**, the means by which Vermont regional, public, academic, school, and special libraries provide **interlibrary loan services** to their patrons. Two regional libraries provide supplementary collections of books to public and school libraries as well as interlibrary loan service to libraries that do not use VALS. The Department provides consulting and other services to the state's 194 public libraries via five consultants and two regional libraries. Public libraries that meet the minimum **standards** administered by the Department are eligible to use the Vermont Centralized Card Service. **Certification** of public librarians is supplemented by an annual **calendar** of workshops for practicing librarians. The Department's website <<http://dol.state.vt.us>> includes many of its resource aids, grant information, and publications under the "Librarians' Resources" link.

The Special Services Unit provides library and information services to Vermonters who are **blind** or have physical disabilities that prevent them from reading print. Public libraries and nursing homes may also borrow rotating collections of large print books.

The Department's quarterly newsletter is available at the website and is mailed to each public library, most other libraries, legislators, and interested citizens. A guide to the Department's staff, "**Who to Call in Montpelier**," is included at the end of this Almanac.

DOROTHY CANFIELD FISHER MEMORIAL CHILDREN'S BOOK AWARD

Vermont children in grades 4 - 8 select their favorite book of the previous year from a master list selected by a committee appointed by the **Department of Libraries** and the Vermont Congress of Parents and Teachers. The master list is distributed in the spring, with voting the following spring and an award ceremony in June.

Resource:

<http://www.mps.k12.vt.us/msms/dcf/dcf.html> – DCF Award website

EMERGENCIES

Every library, no matter how small, should have an emergency plan, including escape routes in case of fire and flood, evacuation procedures, etc. Make sure all staff and volunteers know:

- the numbers to call for fire, police, and ambulance. Tape them to the phone, along with the correct address and phone number of the library (whenever you call the police, you should always tell who

- you are and where you are located).
- the location of the closest pay telephone or a neighbor whose phone staff may use
- make sure your telephone works when the power goes off by having it independent of electrical wiring
- where to find a flashlight (at the main desk; on every floor)
- where the fire extinguishers are and how to work them. Have them tested regularly.
- how to operate the furnace, electrical circuits, etc.
- **insurance** and workers compensation procedures

Be prepared for emergencies by having:

- cardboard and duct tape for broken windows
- disinfectant, paper towels, and rubber gloves
- kitty litter or baking soda for absorbing spills
- a bucket of sand and a snow shovel
- a complete first aid kit
- a sewing kit
- accident reporting forms
- a basic tool kit, including screwdrivers, pliers, scissors, a hammer, WD-40, a measuring tape, work gloves, nails, screws, flashlight batteries
- a broom

(adapted from the Central Texas Library System Newsletter, 3/92)

Resource:

Safety First: Suggestions and Resources for Vermont Public Libraries, by Marianne Kotch. Dept. of Libraries, 1994.

EMPLOYEE BENEFITS

Libraries should budget some funds for employee benefits, which in the private sector can add between 15% and 25% to personnel costs. If a library is part of municipal government, library employees may be eligible for benefits under the municipality's plan. If a library is incorporated, trustees should make independent arrangements. Benefits offered and requirements for receiving them are matters of policy that a **board of trustees** should discuss thoroughly, perhaps in consultation with municipal officials or an attorney.

Membership in the Vermont Alliance of Nonprofits is one way of acquiring health and dental insurance, while some incorporated libraries offer retirement plans through TIAA/CREF. Social security, sometimes called a benefit, is actually required by federal law. Workers' compensation may also be required by a municipality.

Resource:

<http://www.vanpo.org> – Vermont Alliance of Nonprofits

<http://www.tiaacref.org> - Teachers Ins. and Annuity Assn. - College Retirement Equities Fund

Some benefits often available:

- vacation and sick leave
- parental leave
- retirement plan
- health insurance (with or without contribution by employee, and with or without family coverage)
- dental insurance
- life insurance
- worker's compensation
- investment plan
- paid time off for workshops and/or meetings
- expenses paid for workshops and/or meetings
- paid professional dues
- unemployment compensation

ENVISIONING EXCELLENCE

Envisioning Excellence is a voluntary program developed by the **Department of Libraries** in 1988 to encourage public libraries to go beyond meeting minimum **standards** and develop long range **plans** for serving their communities. After a library has completed a written plan, it submits it to the Dept. of Libraries which sends it to another Vermont library that has already completed a plan. The peer librarian and board of trustees work with the other library to insure that the plan is realistic and viable. After the peer reviewing library approves the plan, the other library is designated as Envisioning Excellence. Department of Libraries staff will help local libraries throughout the **planning** process by presenting workshops, providing statistics, reviewing data collected and draft documents, and offering other technical advice as needed. For more information, contact your regional librarian.

Resource:

Envisioning Excellence: Planning the Library's Future by Marianne Kotch. Dept. of Libraries, 2002.

"E-RATE"

E-Rate, a common name for telecommunications discounts from the Universal Service Fund for Schools and Libraries, is now entering its 5th year of funding through the Federal Communications Commission. This program provides schools and public libraries with discounts for telecommunications services, Internet access, and internal communications. If you've never applied for E-Rate, the process at first glance can seem a bit daunting. But if you follow a few simple steps, your library can receive up to 90% funding for these services, to help your library not only pay the bills, but also upgrade and improve service to your community.

How to get started? The E-Rate web page at <http://www.sl.universalservice.org> will have all the necessary forms and instructions that you will need for your applications. This is also the place for news, updates, and filing your forms electronically. Most public libraries that participate in the E-Rate program will follow the same basic steps year-after-year. Once you learn the application process, you will find it easier to do the next year.

To make the process go smoothly, always respond to E-Rate correspondence as quickly as possible. If at any time during your application process you need some help, contact the SLD help line at 888-203-8100 or Department of Libraries staff for assistance.

The E-Rate process:

1. File Form 470 and wait the required 28 days (E-Rate will let you know when that is).
2. File Form 471 once the "window" (time during which all Form 471s are treated as if filed on the same day) becomes open.
3. After Form 471 is filed, you should receive an RAL (Receipt Acknowledgement Letter) for the E-Rate and immediately make any corrections where necessary.
4. You will receive a funding commitment from the SLD, essentially telling you what has or has not been approved for funding.
5. File Form 486 to let the SLD know that it is ok to pay discounts to your provider(s).
6. File Form 472 (BEAR) to your provider(s) in order to receive funding.

ETHICS

Even though your library may be small, your library's trustees and staff should observe ethical principles at all times, when dealing with the public and with each other. Your library spends funds that, regardless of the source, directly or indirectly belong to the community. A librarian builds trust with patrons of all ages in order to help them solve the big and small questions of everyday life. The American Library Association has developed codes of ethics for librarians and for trustees, which are available at <http://www.ala.org/alaorg/oif/ethics.html> and <http://www.ala.org/alta/PDFaltaethicsstatement.pdf>, respectively. Make sure that all staff and board members have copies, and discuss them when new ones come on board.

FEES

"Fee vs. free" is one of the most discussed issues of the library profession, at all levels and in all types of libraries. Many librarians feel that charging any fee is discriminatory and inhibits or discourages library use. Others feel that "nothing is free" and, therefore, that charging fees sometimes makes a library able to provide more than basic services. Members of the general public also often question why libraries charge nonresident borrowers fees.

The federal **Library Services and Technology Act** guidelines state that basic, on-going public library services may not be subject to fees from the residents of the supporting community. However, the federal guidelines allow fines, non-resident borrowers fees, and small charges to defray incidental costs connected with the maintenance, care or unique nature of certain materials.

The Vermont **Board of Libraries** issued a strong statement in December, 1987, supporting free access to library services and information in Vermont at all levels. The minimum standards for Vermont public libraries allow nonresident borrowers fees as long as they do not exceed the local per capita tax support. Some libraries have approached surrounding towns for annual tax appropriations in order to avoid charging those residents borrowers' fees.

As the economy continues to be tight, patrons' needs continue to grow, and information formats increase in cost and complexity, the "fee vs. free" dilemma will continue. Every public library board should expect to discuss the issues periodically and reevaluate its philosophy regarding service to its community.

Resources:

Soliciting Appropriations from Surrounding Towns by Marianne Kotch. Dept. of Libraries, 2000.
What Do Vermont Public Libraries Charge? Dept. of Libraries, 1991.

FINES

Some librarians and/or trustees feel that charging fines makes people return library materials in a timely manner. Others feel it perpetuates an unfortunate, punitive stereotype of library service.

A March, 1991, survey of Vermont public libraries found that 37.5% charge fines for overdue items, 18% have "conscience boxes," and 45% do not charge fines at all. Of those not charging fines, the majority were smaller libraries. Those changing to "conscience boxes" generally report

higher income than when they charged fines.

The survey also found that the cost per day for libraries that do charge fines generally varies from \$0.01 to \$0.05, with some libraries charging a weekly fine. Some libraries charge children lower fines, and most have a maximum limit of from \$2 to \$5 per book. Libraries also seem to charge more stringent fines for overdue videotapes.

Resource:

What Do Vermont Public Libraries Charge? Dept. of Libraries, 1991.

FRIENDS OF THE LIBRARY GROUPS

Many libraries of all types nationwide have Friends of the Library groups that offer support in many ways. Public libraries have found Friends groups useful for

- creating and sustaining community awareness and interest in the library
- raising funds for projects, activities, and equipment outside the operating budget, and
- providing valuable volunteer help either for special projects or on a regular basis.

If your library wants to start a Friends group, try to find a few interested community members to serve on a steering committee and to plan an organizational meeting or event. Publicity should specify the role of the Friends and offer some ideas about possible activities and plans. An organizational meeting is a good time for brainstorming and for signing up to take on various tasks.

You could also arrange for a guest speaker such as a Friend from a neighboring town's library to get people excited.

The librarian should serve as the library's liaison to the Friends in order to coordinate the Friend's activities with the library's priorities and plans. While the Friends should remain a separate group from the board of trustees, trustees should also consider joining the Friends group. While some Friends groups are rather informal, others have by-laws, officers, and incorporated status. If a group plans to raise funds and have a bank account separate from the library's, it should seek 501(c)(3) tax exempt status with the Internal Revenue Service. A local attorney or accountant might be called upon to help with the application process on a voluntary basis, but a careful individual can also perform this task.

Resources:

<http://www.folusa.com> - Friends of Libraries U.S.A. website with many useful resources

Friends of Libraries Sourcebook, 3rd ed. by Sandy Dolnick. ALA, 1996.

Organizing friends groups : a how-to-do-it manual for librarians by Mark Y. Herring. Neal-Schuman, 1993.

Making Friends: Organizing Your Library's Support Group. ALA Video, 1989.

FUNDRAISING

To insure continuation of valuable services and development of new ones, some library boards of trustees engage in fundraising beyond the annual budget proposal to the town. In 2000-

2001, 69.5% of Vermont public libraries' income came from local tax, and 30% from other sources.

One of the primary responsibilities of the **board of trustees** is to secure adequate funding for library service. The **librarian** and staff may assist trustees with fundraising, especially in the area of **grant** writing and with clerical support and promotion of various activities. **Friends of the Library** groups also are valuable allies in raising funds, particularly for special items beyond the library's operating budget.

Remember that *people give to people*, so the most successful fundraising is a very personal approach. Capital fundraising – for a new building, building improvements, or another one-time project – is best begun locally on a one-to-one basis. Some libraries form capital campaign committees with the sole purpose of soliciting funds from individuals in the community.

Resource:

Fund Raising for the Small Public Library: A How-to-do-it Manual for Librarians by James Swan. Neal-Schumann, 1990.

Non-tax fundraising sources:

1. Community groups
 - a. Pay for specific items, equipment, programs, services
 - b. Hold events to benefit library
2. In-kind help - donated goods and services
3. General solicitation
 - a. by mail – often an annual or semiannual letter
 - b. door-to-door or in person
 - c. coin drops
4. Local business support - financial or in-kind donations
5. Bond issue or special appropriation by town for specific items such as building project
6. Income from investments, endowment funds
7. Special events, such as read-a-thon, suppers, auctions, antique show, etc.
8. Sales - t-shirts, coffee cups, tote bags, books
9. **Grants**
10. **Friends** fundraising events

GIFTS

Because gifts of money or items are a good way of involving the community in a public library, the staff and trustees should encourage them. Every library's **policy** should include clear provisions for receiving, evaluating, using, and, if necessary, rejecting such gifts. All donors and potential donors should be advised of the library's gift policies to avoid misunderstanding.

Gifts of money should generally only be accepted if they do not include provisions that might limit library operations or services today or in the future. Items, particularly books, should not be accepted if the donor expects the library to keep them forever or if there will be restrictions on use, display, or disposal. Many libraries accept books with the proviso that, if they do not fit in the collection, they may be sold at an annual booksale, and, often, donors agree to these terms.

It is good practice to acknowledge gifts publicly, either through a public event or ceremony, news publicity, a plaque or book plate, or notice in the library's newsletter. This builds good will and makes others aware that the library welcomes gifts. To encourage memorial gifts, consider discussing library needs with area attorneys and funeral directors who sometimes suggest charities to clients who are uncertain.

Some donors will ask for a receipt of the gift for tax purposes, but librarians are not licensed appraisers for tax purposes. They can give donors a form that acknowledges the number of items (e.g., 10 used books). In the case of books that might be sold at the annual booksale, they might also tell the usual charge for such books. It is a donor's responsibility to secure a more detailed appraisal from a licensed appraiser.

GRANTS

Grants offer libraries opportunities to implement innovative projects and services beyond those funded through their annual operating **budgets**. Before you start seeking grant funds, think carefully about what you want to accomplish. Foundations generally focus their giving toward certain fields or types of projects. Many do not want to fund continuing projects but prefer to help get things started. Others do not want to fund building programs but do want to focus their giving toward a certain age group or segment of society.

The **Department of Libraries Foundation Collection**, located in Montpelier, is a statewide resource of material for grantseekers. It includes sources that will help you determine which foundations might be interested in your project. You should write to these funders and ask for application forms, copies of annual reports, and a list of previous recipients of grants. These will help you determine whether your project is appropriate for the foundations. Many funding sources are also happy to discuss proposals with grantseekers and make suggestions about projects' appropriateness.

Some suggestions for completing your grant application:

- involve other people in planning the proposal, writing letters of support, and in editing drafts. Never write in a vacuum.
- always send applications in on time. Most will be rejected if they are even a day late.
- keep language simple and straightforward. Edit ruthlessly, and never exceed stated page limits.
- type your application and provide the necessary number of copies.

The Department of Libraries periodically offers workshops in grant writing and grant research, as does the Vermont Community Foundation's Technical Assistance Program (TAP-VT), which also offers workshops on capital **fundraising** and financial management for nonprofit organizations. Call VCF at (802) 388-3355.

Resources:

<http://www.ala.org/lama/committees/frfds/grants.html> - *Selected World Wide Web Sites for Library Grants and Fund-Raising*

<http://fdncenter.org/learn/shortcourse/prop1.html> – "A Short Course in Proposal Writing" by the Foundation Center

Vermont Directory of Foundations. CPG Ent., 2002.

Basic grant elements:

1. Brief project summary - Mission statement
2. Why is this project necessary? Include Community information and tell how project fits into library's plan
3. Who will be involved and what are their qualifications? Resumes may be appended
4. Project description - Goals and specific objectives
5. Budget and Narrative explaining figures
6. Continuation beyond the grant period
7. Evaluation plan - Accomplishment indicators
8. Supporting documents, including letters of support

INSURANCE

Every public library should carry both liability and fire insurance. Many municipal libraries are covered under their municipal governments' policies. Other libraries must arrange for their own coverage. Trustees and librarians should familiarize themselves with the policies and know what to do in case of **emergencies**.

When determining the extent of the library's coverage, it is helpful to have a rough **inventory** of the library's contents. Determine the number of volumes, broken down in rough categories, and then figure out the replacement cost based on the most currently available **book prices**. List equipment, furniture and fixtures and estimate replacement costs using library and office supply catalogs. Although your library will probably not be able to afford a policy that provides full replacement coverage, you should still have some idea of what the cost of replacing everything would be. You should pass this information along to your insurance agent who will negotiate a price, perhaps based on a percentage of the replacement value, with you.

Trustees should also work toward offering health insurance and other **benefits** for employees. This will involve more research into needs/priorities, what plans are available, and possible agents. Municipal library employees might also be covered under a town-wide insurance package.

Some public library boards have recently been concerned about liability coverage. However, 12 VSA Sec. 5782, Chapter 201 states that:

A person employed by a library with or without compensation shall not be held personally liable for damages resulting from:

- (1) information contained in any library materials; or
- (2) library services provided to library patrons in the course of his or her duties.

INTELLECTUAL FREEDOM

The presence of an item in your library does not necessarily indicate the staff's or trustees' endorsement of its content. Libraries strive to provide a wide array of ideas and information to help patrons make decisions and choices for themselves. In addition, library staffs cannot act *in loco parentis* or restrict what materials may be borrowed by any individuals.

Intellectual freedom promotes enlightened and informed citizenship; it is essential to democracy. Values underlying most American library service are outlined in the **Library Bill of Rights**, its interpretations, and the **Freedom to Read** statement adopted by the **American Library Association**. All librarians and their trustees should review these ALA documents regularly and discuss specific situations that might arise.

Questions from the public about internet access and about particular purchases are perfect opportunities to discuss the library's mission in serving the community and the basic principles of free speech. Be open to questions and also be prepared with a procedure for handling complaints to maintain professionalism and clear thinking about what might otherwise become an emotional,

polarizing situation. The formal complaint process may include filling in a form, an interview with the complainant, a community committee's review of the item in question, a board meeting to discuss the matter, and then a decision and follow through.

If your library needs help, you should consult with staff at the Department of Libraries and with members of the Vermont Library Assn.'s Intellectual Freedom Committee. VLA's IFC sponsors an annual event, the John Swan Lecture, designed to raise awareness of Intellectual Freedom issues.

Resources:

Intellectual Freedom Manual, 6th ed. ALA, 2002.

<http://www.ala.org/alaorg/oif/> - American Library Association Office for Intellectual Freedom

Intellectual Freedom Handbook, compiled by Marianne Kotch, Paul Donovan, & Gail Weymouth. VLA, 1995.

INTERLIBRARY LOAN

Resource sharing is essential to providing good library service to all patrons. No library should expect that it can fill all of its patrons needs, and interlibrary loan should be offered and encouraged for all patrons free of charge. A typical library might request children's and adult fiction and nonfiction, periodical articles, general subject information, answers to reference questions, audiovisual materials, and specific information for research.

Vermont libraries, being relatively small, have a long history of sharing resources, beginning with the creation of the Vermont Union Catalog during the Depression era. The **Department of Libraries** serves as the coordinator for the Vermont Resource Sharing Network and the **Vermont Automated Libraries System (VALS)**. The current "rules" that govern interlibrary loan in Vermont are outlined in the Vermont Interlibrary Loan Code, adopted by a vote of the membership of the **Vermont Library Association** in 1978 and currently under revision. The Code outlines the responsibilities of lenders and borrowers.

Within the state, libraries of all types request materials electronically through VALS as well as by mail. Libraries without VALS access can obtain request forms from their regional libraries. Even if an item is not available in the state, libraries can borrow materials nationwide and beyond through the Department of Libraries which is a member of OCLC, an online, international resource.

Resources:

<http://www.vermontlibraries.org/illcode.html> – Vermont Interlibrary Loan Code
Interlibrary Loan Handbook. Dept. of Libraries, 1988.

INVENTORY

From time to time, public libraries conduct inventories of their collections to identify missing, lost, uncataloged, or damaged items. The inventory process is time-consuming because it means checking items in the library's shelf list with what is actually on the shelves and out in circulation. After inventory, there are inevitably materials to replace, recatalog, mend, etc.

Inventory is an important part of the **automation** process because it identifies and updates bibliographic records for retrospective conversion.

Most librarians begin **automation** with a thorough weeding of the collection so that they do not end up paying for conversion of records for unnecessary items. They inventory as they weed by checking the library's holdings and circulation files. A piecemeal approach allows the library to remain open for service and to incorporate some of the post-inventory tasks with general technical processing. Those that do an inventory "blitz" close the library to the public, which leaves patrons with no public library service during that time. Inventory should not be necessary after a library has automated or if searching the catalog or shelves reveals that many things are uncataloged or missing.

JOBBERS

Most libraries purchase the bulk of their materials through book wholesalers, or jobbers, in order to cut down on paperwork and receive discounts. Purchasing directly from publishers or bookstores requires more bookkeeping and results in smaller discounts. The nation's largest jobbers carry most titles and formats (e.g., books, audiobooks, videos) of interest to public library patrons. The State of Vermont regularly negotiates discounts with several jobbers, and public and other Vermont libraries may use the state's contract numbers in order to receive the same discounts. Information about the state's contracts can be found at http://dol.state.vt.us/WWW_ROOT/000000/HTML/jobbers.html

LIBRARIANS' DUTIES IN A NUTSHELL

The following was adapted from the job description for the librarian of the Bixby Memorial Library, Vergennes (July 22, 1992):

Qualifications:

Degree in Library Science, Vermont Department of Libraries **certification**, or to be actively working toward certification.

Reports to:

Board of Trustees

Position Summary:

The Librarian is responsible for the overall smooth operation of the library, including: the supervision of staff, the creation of a cordial and friendly atmosphere in the library, **collection development**, records maintenance, **personnel** scheduling, and delegation of library tasks.

Duties and responsibilities:

Attend Board meetings and act as technical advisor to the Board, recommending needed policies for Board action, initiating long range **planning**, and evaluating **personnel**.

Carry out **policies** adopted by the Board and advise staff of such **policies**.

Be an active member of the **Vermont Library Assn.** and attend professional meetings and workshops as **budget** and workload permit.

Establish library routines, delegate responsibilities, establish work and vacation schedules, and

distribute library tasks.

Supervise selection and/or purchase of all books and other library materials and supplies.

Visit the regional library on a regular basis to select books for borrowing.

Maintain the collection, including cataloging, weeding of books no longer needed, and replacing lost or damaged books.

Delegate and/or oversee reference service, **interlibrary loan**, children's and adult **programs**.

Maintain an active program of **public relations**, including **cooperating** and collaborating with community organizations to provide services and expand community awareness.

Recruit and supervise **volunteers**.

Recruit, interview, hire, supervise, and evaluate all **personnel**.

Maintain records, reports, and statistics.

Keep the Board informed of any problems and of local, state, and national library developments.

Perform other duties as assigned by the Board.

Resources:

Managing others: a quick look by Marianne Kotch & Amy Howlett. Dept. of Libraries, 2001.

Administration of the Small Public Library by Darlene Weingand. ALA, 1992.

LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA)

LSTA is federal legislation distributed to the states by the Institute of Museum and Library Services (IMLS) to improve library service, particularly to areas without library service and those with inadequate library service. LSTA has the following priority program areas:

- (1) establishing or enhancing electronic linkages among or between libraries;
- (2) linking libraries electronically with educational, social or information services;
- (3) assisting libraries in accessing information through electronic networks;
- (4) encouraging libraries in different areas, and encourages different types of libraries, to establish consortia and share resources;
- (5) paying costs for libraries to acquire or share computer systems and telecommunications technologies;
- (6) targeting library and information services to people of diverse geographic, cultural and socioeconomic backgrounds, individuals with disabilities, people with limited functional literacy or information skills, persons having difficulty using a library, and under-served urban and rural communities, including children from families with incomes below the poverty line; and
- (7) LSTA program administration.

Each state library agency develops a five year plan for using the funds. Vermont's LSTA funds are allocated to the **Department of Libraries** which has as its overall goals *to ensure that every Vermonter has equitable access to library materials and information regardless of the individual's location, economic status, educational level, age, or special need*. Federal LSTA funds are a primary component of all Department programs and also allow the Department to award **grants** to local libraries that enable them to participate in resource sharing projects.

Resource:

http://dol.state.vt.us/GOPHER_ROOT5/LIBRARIES/lsta/lsta_docs.html – Dept. of Libraries LSTA five year plan and evaluation reports.

LITERACY

The federal government defines literacy as *an individual's ability to read, write, and speak*

in English, compute, and solve problems at levels of proficiency necessary to function on the job and in society; to achieve one's goals; and to develop one's knowledge and potential. Experts estimate that nearly 20% of all Americans are functionally illiterate. The problem is being addressed on a number of levels, including one-on-one tutoring either by volunteers or paid teachers, classes, reading programs, family literacy projects, workplace literacy projects, and projects involving people who are disadvantaged or homeless. Literacy programs nationwide also assist people for whom English is a Second Language (ESL) and those who are pursuing high school equivalency diplomas (GED).

Many Vermont organizations are working to foster literacy. The Department of Education coordinates federal and state funding for regional Adult Basic Education (ABE) organizations which are separate, incorporated entities. The **Vermont Council on the Humanities** has made full, statewide literacy a priority in its programming. The **Vermont Center for the Book** develops and coordinates **Mother Goose** reading discussion programs to promote early literacy in public libraries, schools, and other community locations. The Department of Libraries works with these and other organizations to encourage library participation in community literacy efforts through collection development, programming, and information services. The Department's regional libraries offer boxes of books chosen specifically for adult new readers and available for long-term loan.

Resources:

<http://www.state.vt.us/educ/cwd/aes/> - Vermont Adult Education and Literacy homepage
Vermont Public Library-Literacy Handbook. Dept. of Libraries, 1992.

<http://www.pla.org/resources/> - Public Library Assn. "Top Titles for Adult New Readers" lists

MLS (Master of Library Science degree)

A Master's degree in Library Science is the nationally accepted primary degree for librarians. The **American Library Association** accredits graduate degree programs in library science, and a list of programs is available from ALA (<http://www.ala.org/alaorg/oa/accreditation.html>). There is no ALA-accredited program in Vermont. The closest are at McGill Univ. (Montreal), Simmons (Boston), Univ. of Rhode Island, Southern Connecticut State Univ., and the State Univ. of New York at Albany. Some distance learning programs are also accredited by the ALA. There are unaccredited library science programs and courses all over the country. However, anyone who wishes to make library science a lifelong career should strongly consider attending a program that is ALA-accredited.

NATIONAL LIBRARY WEEK

One of the most frequently asked questions at the Department of Libraries is "when is National Library Week this year?" NLW is an annual, national celebration of the service provided by all types of libraries. The **American Library Association** sets the dates, which are generally in April each year:

2003--April 6-12

2004--April 18-24

2005--April 10-16

ALA's Public Information Office develops the week's theme, related graphics and promotional materials for libraries to purchase. Other vendors of library promotional materials, such as Upstart Library Promotionals, also develop materials using a different theme from ALA's.

Resource:

<http://www.ala.org/pio/factsheets/NLW.html> – ALA's NLW fact sheets and information

NEW ENGLAND LIBRARY ASSOCIATION (NELA)

Countryside Offices, 707 Turnpike St., N., Andover, MA 01845

(508) 685-5966

<http://www.nelibs.org>

NELA is a regional professional association, with a Board of Directors that includes representatives from each state's library association as well as officers elected at large. Vermont's representative to the NELA board is Louise Murphy of South Burlington. NELA publishes a regular *Newsletter* and holds an annual fall conference. The 2001 conference was held in Burlington, VT. NELA also started the New England Library Jobline, (617) 738-3148, which includes listings for professional openings around the region. The recording changes weekly, and libraries which would like to list a job should contact the Simmons Graduate School of Library and Information Studies, 300 The Fenway, Boston, MA 02115.

NORTHEAST DOCUMENT CONSERVATION CENTER (NEDCC)

100 Brickstone Square, Andover, MA 01810-1494

(508) 470-1010, FAX 508 475-6021

<http://www.nedcc.org>

NEDCC is a nonprofit regional conservation center specializing in the treatment of paper-based materials including photographs, books, architectural drawings, maps, posters, documents, wallpaper, and art on paper. Its purpose is to provide high quality conservation services and to serve as a source of advice and training for institutions that hold paper collections, including libraries. The Center provides consulting services and performs surveys of preservation needs. It also performs paper conservation, book binding, preservation microfilming, and duplication of photographic negatives.

NEDCC provides a free telephone reference service. All collections-holding institutions and their patrons may call for answers to preservation and conservation questions. NEDCC also publishes technical leaflets available in print and online, and they are a source of immediate advice in case of disaster or emergencies such as floods and fire.

OPEN MEETING LAW

Public bodies, such as public library boards of trustees, should observe Vermont's open meeting law (1 V.S.A., Sec. 310). The minimum standards for Vermont public libraries also require compliance, whether the library is municipal or incorporated.

Compliance is actually quite simple, even though many librarians and boards are concerned about public notification about meetings. Regular meetings require only a resolution or by-law for promulgation. If your library board has voted to meet at the same place and time on the same day of each month, it needs only to warn meetings that differ from this schedule. Special meetings require at least 24 hours' warning via notices in any local newspapers and radio station calendars as well as a posted notice in or near the Town Clerk's office and at least two other public places. Even so, encourage the public to participate in board meetings by posting notices in several locations in town, including the library itself, and including notices on the calendars of local papers, radio stations, and cable TV.

Boards may enter closed, executive sessions in extreme cases, upon a motion from a member specifying the reason for the executive session. Unless the reason falls under one of seven categories, the meeting must remain open. These categories include:

1. Discussing contracts, labor relations agreements with employees, arbitration, mediation, grievances, etc.
2. Negotiating or securing of real estate purchase options.
3. Appointing, employing, or evaluating a public officer or employee.
4. Taking a disciplinary or dismissal action against a public officer or employee.
5. A clear and imminent peril to public safety exists.
6. Discussing or considering records or documents exempted by law from access to public records
7. Discussing or considering the academic records or suspension or discipline of students.

No binding action may be taken during executive sessions, except in some cases connected with real estate. Votes must be taken in public session.

The public should be welcomed at board meetings, and there should be time set aside for general public comment, perhaps at the end of the meeting. While public opinion should be sought on major issues for consideration, the law "is not a license to butt in on every subject... and it doesn't convert a board meeting into a town meeting." (Gillies) The chair should stick to the agenda as stated.

Following each board meeting, minutes should be available for public inspection within 5 days. Since these most likely will not have been accepted by official vote of the board, they should be marked "unofficial" until approved at the next meeting. Some libraries, such as the Ainsworth Public Library in Williamstown, collect all minutes of town bodies, including the library board, in a notebook. This furthers the library's role as a source of community information.

Resources:

The Law of Public Libraries, Office of the Secretary of State and the Vermont Department of Libraries, 2000 - http://dol.state.vt.us/gopher_root5/libraries/laws/library.html

Pocket Guide to Open Meetings, Office of the Secretary of State, 1999 -

<http://www.sec.state.vt.us/municipal/pubs/OpenMeeting/index.html>

OVERDUES

Vermont statutes (22 V.S.A. Sec. 111) state that:

- (a) A library may recover in a civil action damages for detailed or damaged library property, together with costs and reasonable attorney fees.

(b) Any person who willfully damages or defaces or removes without authorization any recording, book or object available for public use or loan from a library or repository of public records or documents, or who detains any property for more than 30 days after a written notice to return the property has been mailed, shall be fined not more than \$500.00 for each offense. Each piece of library property shall be a single offense.

One fact of doing business as a public library is that there are and always will be people who keep books late or lose them. Getting materials back from patrons in a timely fashion need not be onerous if you focus on the positive aspects of keeping materials in circulation so they reach the widest number of people in the community.

A librarian really needs to balance collecting overdues thoroughly with community goodwill toward the library. It is extremely difficult to avoid the punitive aspects of tracking down overdues, but just as important, because too many people grew up with negative memories and associations of public libraries and fines. The library board should set **policy** regarding overdues. Following is a portion of the Windsor (VT) Public Library's overdue policy:

It is the policy of the Windsor Public Library to encourage the return of borrowed books by "conscience box" donations.

Patrons are expected to return borrowed books on time.

Borrowing privileges may be curtailed if the books not returned within one month from the due date.

Often, library customers simply forget that they have books due; a call or written notice a few weeks after materials are due will serve as a sufficient reminder. Remember to make the notice timely; do not wait several months before issuing the first reminder. After you have given or sent two notices, you should consider sending a bill for replacement of "lost" materials. The bill might be a letter citing the statute above and, perhaps, stating that borrowing privileges will be suspended until materials are returned or paid for. As a very last resort, some libraries turn collection over to an attorney.

Resource:

<http://www.barnacle.org/overdue/> - daily comic strip you and your patrons will enjoy

PERSONNEL

Every public library, even if operated entirely by volunteers, should have clear personnel **policies** and job descriptions. Personnel policies adopted by the **board of trustees** should cover such topics as hours worked, vacations and other leaves, the development of job descriptions, performance evaluation, supervision, hiring/termination, grievance process, **employee benefits** available, etc. If your library is part of municipal government, your employees may fall under town/city personnel policies; a separate library personnel policy should parallel that of the municipality. The board should consult with an attorney before adopting personnel policies. Whether incorporated or municipal, your library's personnel policies should show cognizance of federal and state employment laws.

Each employee or position in your library should have a job description that outlines the job in broad terms, and offers details of specific duties, supervision received and given, and minimum requirements. These should also be reviewed and revised periodically as jobs change with time,

new services, and public demand.

Employees - even **volunteers** - need to know how they are performing. Are they doing what is expected? What are they doing well? How could they improve? Every board should develop a procedure for evaluating staff and should evaluate the library director at least annually. The library director should evaluate the performance of staff, including volunteers. The procedure might begin with a form that is followed up with a discussion with the employee. An alternative can be review of a mutually agreed upon work plan for the past year. The performance evaluation "interview" is an opportunity to discuss the position in question and staffing in general, as well as the individual's performance of a job.

Resources:

Managing others : a quick look, by Marianne Kotch and Amy Howlett. Rev ed. Dept. of Libraries, 1993.

Putting service into library staff training : a patron-centered guide, by Joanne M. Bessler. ALA, 1994

Practical strategies for library managers, by Joan Giesecke. ALA, 2001.

POLICYMAKING

All libraries need written policies to guide their operation and to insure consistent decisions in serving patrons. Policymaking is the major responsibility of public library **boards of trustees**, who call on the **librarian's** expertise and the community's opinions in drafting policies. Writing policies and reviewing them at least annually is important to maintaining the board and staff's common point of reference and to preventing misunderstanding.

Clearly thought out policies make staff more prepared to deal fairly with issues as they arise. Without adequate policies, individuals may end up making policy as needed, and then, perhaps, not communicating unwritten but strong policies to others who ought to know them. Policies should be adaptable to a variety of everyday situations. They should reflect the library board's philosophy of service rather than offer details of procedure, rules, or regulations.

Policies should cover:

- General service philosophy
- General operation of the library
- **Collection development**
- **Personnel**
- Public access to electronic resources, including the Internet
- Review/revision of policy

Once policies are adopted by the board, the librarian should expect a free hand in carrying them out, just as trustees should expect that they be carried out with respect and dedication. Whether you are the librarian or a trustee, don't make policy on the street, in the grocery store, or even at the circulation desk. Save disagreements about policies for board meetings, but welcome discussion and examination of policies on a regular basis. Set aside time at least once a year to review all policies, particularly when new board members begin their terms.

Resource:

Policymaking by Marianne Kotch. Dept. of Libraries, 2002 - includes information and samples.

PROBLEM PATRONS

Public libraries should make their services, programs, and facilities open to everyone in the communities they serve. Occasionally, however, patrons can disturb other patrons or staff in extreme ways. They may use profanity or threaten the safety of others. They may act inappropriately for the situation. It is understandable that many library staffs, who often work alone and at night, are uneasy dealing with patrons whom they perceive as "different."

Every librarian and board should develop a philosophy of service, and, in the process, consider which behaviors are acceptable and which are not. Guard against violating the rights of people to use the facility, but do establish some procedure to follow in case of **emergencies** or if a person is endangering another.

It is wise to discuss **emergency** procedures with local police and fire personnel, and, if you have concerns about violating individual rights, discuss these issues with an attorney. If you are worried that you will not be able to serve people with emotional or mental problems adequately, contact your local community mental health agency to discuss communication with their clients and appropriate materials. Staff and volunteer training is vital to ensure consistency.

If you must confront a patron whose behavior threatens other patrons or library staff, try to speak calmly about what behavior is appropriate. If the issue does not resolve itself and you need to ask the person to leave, be firm and clear about what you expect. Never endanger yourself or your patrons, and do not permit illegal activity in the library. But respect the rights of the entire public to use its public library. Be knowledgeable about the laws before taking action.

Resources:

Test Your Attitude. Dept. of Libraries, 1991

The Assertive Librarian by Janet Caputo. Oryx, 1984.

Library Survival Guide. ALA Video, 1986.

<http://www.namivt.org/> - Vermont Alliance for the Mentally Ill

PROGRAMMING

Most public libraries offer programs in order to provide information in different ways, stimulate use of their resources and services for all ages, and build a sense of community.

Programming need not be expensive. As a matter of fact, it is probably better to plan several excellent events during a year than a large number of poorly executed ones. In addition, highlighting the talents of local people can help build future library support and a sense of community.

The **Department of Libraries Children's Services Consultant** compiles a theme-based summer program resource manual each year and

Common program possibilities:

- preschool and toddler storytime
- summer reading programs and activities for children
- book talks and reading discussion series for children, young adults, and adults
- performances, concerts, plays, puppet shows, poetry readings
- exhibits of artwork, crafts, hobbies, books, historical artifacts
- lectures, slide shows, public affairs symposiums
- demonstrations, workshops

distributes it to all libraries along with order forms for free publicity materials. She also compiles a Performers Directory which lists Vermont musicians, storytellers, and others who are interested in performing in public libraries. She also maintains a collection of multiple copies of books available for young adult-oriented book discussion programs.

The Vermont Council on the Humanities Speakers Bureau catalog contains 77 people offering 136 different lectures, slide-talks, and living history portrayals that local groups and libraries can co-sponsor. Most are free to sponsoring organizations, or require only payment for the speaker's mileage. The Council's 2001-2003 catalog also offers 68 reading discussion themes which are scholar-led and feature five or six books to be read over a few months. Multiple copies may be borrowed as part of the Council's fee which also pays the scholar.

Talking About Books, a Williamstown-based organization, and the Essex (VT) Free Library are two other sources for multiple copies of discussion books that have been successful in public libraries.

Resources:

A Year of Ideas for Programs, Displays, and Collections by Marianne Kotch. Dept. of Libraries, 1993.

http://dol.state.vt.us/gopher_root5/libraries/cbec/bkdiscsets.lis – Dept. of Libraries list of children's book discussion sets available

<http://www.vermonthumanities.org/> - Vermont Council on the Humanities

<http://talkingaboutbooks.aexx.net/> - Talking About Books

<http://www.vermontbook.org/> - Vermont Center for the Book

PUBLIC LIBRARY

According to 22 V.S.A. Sec. 101 (2), a public library is defined as:

any library established and maintained by a municipality or by a private association, corporation or group to provide basic library services free of charge to all residents of a municipality or a community and which receives its annual financial support in whole or in part from public funds.

The Shorter Oxford English Dictionary defines "library" as:

1. a place set apart to contain books for reading, study, or reference.
2. the books contained in a library; a large collection of books, public or private.

Some facts about public libraries from the American Library Association:

- There are more public libraries than McDonald's - a total of 16,220, including branches.
- Americans spend more than three times as much on salty snacks as they do on public libraries.
- Americans check out an average of more than six books a year. They spend \$25.25 a year for the public library - much less than the average cost of one hardcover book.
- Public libraries are the number one point of online access for people without Internet connections

at home, school or work.

- 95% of public libraries provide public access to the Internet.

A survey released by the American Library Assn. on April 15, 2002, found that, overwhelmingly, adults are satisfied with their public libraries (84% compared to 7% who were not satisfied). KRC Research & Consulting conducted the "@ your library: Attitudes Toward Public Libraries" study, which polled about 1,000 adult Americans in a national random-sample telephone survey conducted March 8-11. The survey found:

- Of adults visiting libraries, those aged 25-34 visit the most often - 24 times per year. On average library users visit 13 times a year.
- More than two-thirds of adults with children under 18 say they visit libraries with their children.
- 62% of adult Americans say they have a library card. Adults with children are most likely to have a library card (73%).
- The library is most often used for educational purposes (46%), followed by entertainment (41%)
- More than half of those polled believe \$26 to \$100 per capita should be spent to support public libraries (current spending per capita is \$25 nationwide).

In addition to asking Americans about their library habits, the survey also sought to gauge public perceptions of libraries. ALA found that:

- 91% believe libraries are changing and dynamic places with a variety of activities for the whole family.
- 90% believe libraries are places of opportunity for education, self-help, and offer free access to all.
- 88% agreed libraries are unique because you have access to nearly everything on the Web or in print, as well as personal service and assistance in finding it.
- 83% believe free people need free libraries; and libraries and librarians play an essential role in our democracy and are needed now more than ever.
- 81% agreed that librarians are techno-savvy and on the forefront of the Information Age.

S. R. Ranganathan, called "the unquestioned giant of 20th-century library science" by Michael Gorman, editor of AACR2, developed the following Five Laws of Library Science, as fresh today as they were in 1931:

1. Books are for use
2. Every reader, his book.
3. Every book, its reader.
4. Save the time of the reader.
5. A library is a growing organism.

The Last Whole Earth Catalog's famous saying:

Libraries will get you through times of no money better than money will get you through times of no libraries.

Resources:

<http://www.ala.org/library/fact1.html> – ALA fact sheet

<http://www.ala.org/pio/nlw/nlw2002/intro.html> – ALA survey results

The whole library handbook 2 : current data, professional advice, and curiosia about libraries and library services, by George M. Eberhart. ALA, 1995.

PUBLIC RELATIONS

Positive public relations activities increase use of your library's resources and services but also promote awareness of your library as a whole. Your library's promotional efforts should be ongoing and consistent, but need not be expensive, flashy, or time-consuming. What you need is someone, perhaps even the **librarian**, who will devote some time and thought to doing a good job.

Public libraries use a variety of public relations avenues, and all are necessary to reach as great a number of people as possible. Get to know the staff at local newspapers. What are their requirements and deadlines?

Will they send reporters to cover events or should you send press releases? Will they print photographs that you send or do they prefer to send a photographer? What kinds of news stories are they most likely to publish? More people read weekly shopper papers, but your area's daily newspaper is also important. Weekly library columns may or may not be popular, but consider that they may only be read by those who are already interested in library happenings.

Common PR methods:

- newspapers, radio, TV
- flyers, bookmarks, posters
- programming
- website
- word of mouth

Radio may reach more people than print, however, and many stations have community events calendars and will help you develop public service announcements. Many cable TV companies have community bulletin board channels and are looking for community-generated programming.

Posters, bookmarks, and flyers can also help spread the word, but should look professional and attractive. There are computer software programs (e.g., "Print Shop") which include clip art that can help you generate them, and a photocopier and colored paper can be extremely handy. Sometimes even a postcard to potential audience members will help boost attendance at a program. Some libraries or their **Friends** groups also publish regular newsletters with announcements of programs, news, and a calendar of events.

Your library's website may become increasingly valuable as a public relations tool, but be mindful that the graphics need to proceed in a logical fashion and that the information needs to be updated continually. Look at other libraries' websites (follow the links from <http://dol.state.vt.us>) for ideas about what might best attract and serve your customers.

Remember to include your library's name, address or physical location, telephone number, and, if appropriate, the hours of service on any publicity materials. Don't assume that the reader knows where the library is or what your policies are. If a program is free or if anyone is welcome, make sure to specify.

Programs can also promote your services and collection and can bring people in to see

more. Tie your programs in with holidays and community events. Your library should always be visible at community-wide activities, such as parades and fairs. Co-sponsor events with other community groups; include news of your library in their calendars and newsletters. Speak to clubs and organizations in the community about what the library has and can do. Highlight your library and its collections via displays in- and outside the building. Get the library on the road with outreach service – home delivery, day care delivery, deposit collections in senior meal sites, etc.

Colorful posters and bookmarks are a way of making your library attractive as well as publicizing its services. Beyond the promotional materials offered in the **American Library Association's Graphics Catalogs**, other suppliers include:

Upstart Library Promotionals, Box 889, Hagerstown, MD 21740
Children's Book Council, 67 Irving Pl., New York, NY 10003
Horn Book, Inc., Park Sq. Bldg., 31 St. James Ave, Boston, MA 02116
Library Educational Inst., Inc., P. O. Box 687, Bloomfield, NJ 07003

Don't forget that word of mouth is your best publicity. A satisfied customer will spread the word. Involving community members in developing new services, putting on programs, and completing special projects is another good way to let people know what's happening in that great place, your library.

Resources:

Creating newsletters, brochures, and pamphlets : a how-to-do-it manual by Barbara Radke Blake and Barbara L. Stein. Neal-Schuman, 1992.
Marketing : a how-to-do-it manual for librarians by Suzanne Walters. Neal-Schuman, 1992.
www.alastore.ala.org – ALA's graphics catalog site

READING

In a Gallup survey (Publishers Weekly, 1/17/88), when adults told what they had done the day before, 91% watched TV, 89% read something, and 37% read a book (34% men, 40% women). During the previous year, women had read an average of 20 books and men 15. 4% of adults surveyed had never read a book cover to cover (7,000,000 Americans!). An earlier Gallup survey (1987?) revealed that 42% of Americans had purchased the most recently read book, 27% received it as a gift, and 18% got it from the library. The heavier the reader, the more likely it came from the library.

READERS' ADVISORY

Almost every librarian offers suggestions to patrons about leisure reading. After your patrons have exhausted the best sellers, if they ask why "they don't write any good books anymore," or if they just want a change of pace, offer new ground to cover such as:

- * Read about a continent or region or historical period
- * Read fiction or classic nonfiction related to a current popular TV series
- * Suggest re-reading classics with modern eyes
- * Challenge people to read "big books" (the long kind)

- * Hook people on series
- * Suggest reading classics avoided in school or authors previously avoided because they were "too hard"
- * Rediscover nature and animal writing
- * Offer early books by authors now famous

Thematic displays are also a good way to provide readers' advisory because they catch the eye. Try moving items that "hide" in the stacks, such as the 817's, via displays. Change the topic monthly, use a sign to attract attention, and keep the display filled as people take things.

Go beyond your imagination in suggesting titles. Collect bibliographies (these offer ideas for instant displays). Other sources of ideas include Fiction Catalog (12th ed., Wilson, 1991) and Genreflecting: A Guide to Reading Interests in Genre Fiction by Betty Rosenberg (Libs. Unltd., 1986). There are several excellent websites including <http://www.bookbrowser.com> and <http://mancon.com/genre> (the Genreflecting website).

Resources:

Readers' advisory service in the public library, by Joyce G. Saricks and Nancy Brown. 2nd ed. ALA, 1997.

Serving readers, ed. by Ted Balcom. Highsmith Pr., 1997.

RED CLOVER AWARD

Sponsored by the **Vermont Center for the Book**, the Red Clover Children's Choice Picture Book Award promotes the reading and discussion of the best of contemporary picture books in over half of Vermont's elementary schools. Last year over 25,000 K-4 students read or had read to them the 10 selected books. Students discussed the nominees and voted for their favorite. Guidelines and a master list are published in April each year, and a conference to promote the books and award activities is held in October.

Resource:

<http://www.vermontbook.org/Red-Clover.html>

REFERENCE SERVICES

"Does that completely answer your question?" is a catch-phrase among librarians who began to hone their reference interview skills in the early 1980's. A focus on accuracy was sparked by a Maryland study which found, in unobtrusive visits, that librarians too often gave the wrong answers or did not follow up with patrons enough to provide satisfactory responses. It was found that just knowing the resources is not enough; listening and decoding patrons' questions are vitally important to the reference process.

Your library will be able to answer more questions than you think if you develop your skills and know your resources. As a community information resource, almost every public library should have a rudimentary but up-to-date reference collection (dictionary, atlas, encyclopedia, telephone directory, maps, the internet). Familiarize yourself with your reference collection, both print and electronic, so that you can help patrons use them better. Use your entire collection - adult and juvenile - to answer reference questions. Add materials as budget permits and need dictates. A

great deal of ready reference service can now be accomplished using internet resources. Develop a reliable, current list of websites, including links to other libraries' favorite online reference resources.

Know what reference sources area libraries (including schools) own so that you can refer patrons to them or borrow materials on **interlibrary loan**. Providing information and referral about community services and resources is an important part of reference service.

Resources:

http://dol.state.vt.us/WWW_ROOT/000000/HTML/MZUNDER.HTML – "Basic Reference on the Internet" by Marjorie Zunder, Dept. of Libraries

Recommended reference books for small and medium-sized libraries and media centers.
Libraries Unlimited, 2001.

Does This Answer Your Question? ALA Video, 1985.

REVIEWING JOURNALS

Because over 40,000 books published in the US each year, no **librarian** has the time to look at and read each one before purchase. Librarians generally use professional library reviewing journals to find out about new or recommended titles and to make informed decisions about their usefulness in a particular library. It can sometimes help to look at books for which illustrations are important (e.g., picturebooks and how-to-books). Browsing through bookstores can give you a feel for what's moving and being asked for, but it does not give you an expert opinion on the content or quality of a given item. And both of these methods take **time**.

There are several journals produced mainly for libraries, including Booklist, Library Journal, School Library Journal, Kirkus Reviews, Choice, and Horn Book. Each of these has a slightly different focus in terms of audience, timeliness of reviews, details provided, authors of the reviews, arrangement of the reviews, and other features such as library news and special bibliographies. A list of "Current Reviewing Tools" and sample copies are available from the **Department of Libraries**. Online versions (e.g., <http://www.ala.org/booklist>, <http://www.slj.com>) can offer you a sample of what each journal contains.

A good review offers insight into the content of the item in question and into the author's approach or viewpoint. It may also tell the intended audience, production quality, bias, limitations, and possible use or popularity. Also helpful for librarians is a comparison to other titles on the same subject. Some journals review books only; others review a variety of media.

Every library should have access to at least one critical reviewing journal. Some libraries such as those in Waitsfield and Warren exchange journals to give the librarians more material to choose from. Many librarians also read The New York Times Book Review, aimed at the general public, because it helps them anticipate public demand. Publishers Weekly, the book trade journal, is a source of pre-publication information.

SALARIES

One of the most frequently asked questions from library trustees concerns what to pay the **librarian**. The **Department of Libraries** conducted a salary survey in 1998 to report what was being paid at that time. The **Vermont Library Association** votes to recommend a minimum annual salary each year (in 2002, this figure was \$33,025 for public library directors). **Library Journal** conducts an annual study and reports on results each fall (in October, 2001, the average starting new **MLS** received \$34,781). The **American Library Association** also conducts an annual salary survey which is usually reported in **American Libraries**. These sources are all starting points, but they cannot truly tell what salaries should be in any particular library.

There are many factors to consider when determining salaries, including the library's long range plans, financial resources, and philosophy of service. It is also well to consider the responsibilities and requirements of the particular job in question. Salary scales within the library and within the community, particularly in area schools and municipal governments, should also be the most helpful, reliable data. The Vermont League of Cities and Towns collects and publishes salary data of many municipal positions each year. In any event, no public library, whether municipal or incorporated, is exempt from meeting minimum wage and social security requirements.

Resource:

1998 Salary Survey Results, Dept. of Libraries, 1998.

http://www.ala.org/pio/advocacy/better_salariestoolkit.pdf

STANDARDS FOR PUBLIC LIBRARIES

Vermont's standards program for public libraries began in the 1950's and has always been voluntary. Generally, the standards are developed by a committee of librarians and trustees from a range of libraries appointed by the State Librarian. The committee discusses changes with the Vermont library community, develops drafts, and holds public hearings before submitting a final draft to the **Board of Libraries** and State Librarian. After the State Librarian approves the revised standards, they undergo the Legislative Administrative Rules process before they hold the force of law. The 1986 version of the minimum standards for Vermont public libraries are the most recent version to complete the administrative rules process.

Vermont libraries that meet minimum standards are providing a basic level of service as determined by their peers. For many libraries, initially meeting standards means that they have made some effort; maintaining that status is sometimes also quite an effort that they should be proud of. Libraries that find they consistently

Annual timeline for the standards program:

- early Sept. - Application forms mailed to every library; trustee chairs receive letter of notification
- Oct. 15 - compliance date for meeting some standards as noted on application forms
- Nov. 1 - application deadline (postmark date)
- mid-Dec. - Board of Libraries meets to determine which libraries meet standards
- late Dec. - State Librarian notifies libraries of status; new libraries apprised of procedures for using Card/MARC Service
- mid-Jan. - deadline for appeals (letters to State Librarian)
- mid-Feb. - Board of Libraries meets to consider appeals and recommend final decisions to State Librarian

meet standards should go the next step and work toward "**Envisioning Excellence**," another program administered by the **Department of Libraries**. While there have not been cash grants to libraries meeting standards for many years, libraries are eligible for occasional grant programs and to use the Vermont Centralized Card/MARC Service free of charge.

While many states have standards for public libraries, there are no national standards. The American Library Association and its Public Library Association division urge local libraries to develop community-based long range plans so that libraries, in effect, create their own standards based on community needs and available resources.

Resources:

http://dol.state.vt.us/GOPHER_ROOT5/LIBRARIES/standards/stforms.html – standards information and forms

STATISTICS

Statistics can help librarians, trustees, and the general public in evaluating a public library's effectiveness and planning for the future. A library's statistics over time can reveal trends and can be useful in determining budget allocations and in setting performance targets.

What statistics should your library collect? Begin by making sure to collect those asked for each fall by the **Department of Libraries** on the "Public Library Report" form which comes with standards application packets. Complete and return this form even if your library does not intend to apply for standards, because the statistics are compiled in the Biennial Report of the Department of Libraries in the odd-numbered years and in supplements in between. Many trustees and librarians use these publications to compare their library's performance to those of similar size. This process is useful as long as you recognize that Vermont's libraries vary a great deal. Remember to take community character, library history, and other differences into account.

Some statistics are generally tallied daily (e.g., circulation), while others may be collected on a sampling basis a few weeks a year (e.g., visits). In order to compare your library's performance to peers and to itself over time, be sure to use consistent methods when collecting particular statistics. Whatever you collect, make sure you count it the same way, year after year, and that everybody on the library staff counts it the same way. It is also important *not* to guess about particular numbers, as you may be very inaccurate. It is better not to report a number than to report one that is purely speculative.

Some statistics about Vermont public libraries, 2000-2001:

- There are 192 public libraries, more per capita than any other state
- 95% of Vermonters have public library service available in their towns or by contract with another town's library
- 3,715,313 items circulated (6.10 per capita)
- 2,505,565 total visits (4.12 per capita)
- 37,906 items received on interlibrary loan
- 192,056 total program attendance at 12,413 programs for adults and children

Resources:

Vermont Public Library Statistics; 2002 Biennial Report Supplement, compiled by Marianne

Kotch. Department of Libraries, 2002.
Output Measures for Public Libraries: A Manual of Standardized Procedures, 2nd ed., by Nancy A. VanHouse, et al. ALA, 1987.

STATUTES

Chapter 3 of Title 22 of Vermont Statutes Annotated relates to public libraries and were last completely rewritten as Act No. 28 in 1989. They outline the differences between municipal and incorporated public libraries as well as the powers of trustees. You can find these laws at http://dol.state.vt.us/gopher_root5/libraries/laws/title22.html.

The Law of Public Libraries, a joint publication of the Department of Libraries and the Secretary of State's office, interprets those laws and others relating to public libraries and can be found at http://dol.state.vt.us/gopher_root5/libraries/laws/library.html.

But these are not the only laws relating to public libraries because libraries are also subject to federal and state laws relating to employment, accessibility, liability, and other issues. And, as stated in The Law of Public Libraries,

Not all law is found in statute. The common law of Vermont is established by over two centuries of cases, which provide a foundation for understanding the fiduciary and proprietary duties of trustees.

The duty of care and diligence requires trustees to perform their duties in good faith and in a manner they reasonably believe to be in the best interests of the library. They must keep informed in order to make reasonable decisions. The duty of loyalty requires trustees to refrain from engaging in personal activities that would injure or take advantage of the library. Finally, the duty of obedience requires trustees to perform their duties in accordance with the laws applicable to libraries and with the library's own policies and by-laws.

Resources:

<http://www.sec.state.vt.us/OpenMeetingLaw/index.htm> - Vermont Secretary of State's Office, "Pocket Guide to the Open Meeting Law."

<http://www.sec.state.vt.us/tutor/dobiz/noprof/noprofex.htm> - Vermont Secretary of State's Office, "A Short Guide to Vermont's Nonprofit Corporations Law"

<http://www.state.vt.us/labind/Wagehour/wagechange.htm> - Vermont Dept. of Labor & Industry, "Minimum Wage" information

<http://www.state.vt.us/wom/famleave.html> - Vermont Attorney General's Office and Governor's Commission on Women, "Parental and Family Leave"

<http://www.state.vt.us/labind/access498/access797.htm> - Vermont Dept. of Labor and Industry, "Vermont Access Information"

<http://www.leg.state.vt.us/statutes/statutes2.htm> - Vermont Statutes Online

TAX EXEMPT STATUS

Most public libraries are exempted from paying income and sales tax under section 501(c)(3) of the U.S. Internal Revenue Code and, therefore, by the state Tax Department. If you are unsure about your library's status, first determine whether your library is considered a municipal or an incorporated library. If it is clearly a municipal library, your library should probably use the municipality's tax identification number. Contact municipal officials to discuss the matter.

If your library is clearly incorporated, it should apply for tax exempt status, if it doesn't have it already. This process is not difficult, but it does mean having articles of incorporation filed with the Secretary of State and having by-laws that clearly show its non-profit status and its sole purpose as operating a public library. Complete an application form (fee required) with the federal Internal Revenue Service. Forms for this purpose are available at <http://www.irs.gov/pub/irs-pdf/k1023.pdf>.

A layperson should be able to complete the application form, but you may want to double-check with an accountant or attorney prior to mailing them to the IRS. After you receive notification of tax exempt status from the IRS, your library will still have to file tax returns to keep the IRS apprised that your status has not changed.

If there is a question about which category your library fits in, the best thing to do is to call the IRS directly. Generally, the IRS reviews how your trustees are appointed and the percentage of income from various sources to make this determination, but it is better to be certain and not have to pay a penalty down the road.

Some **Friends of the Library** groups also seek tax exempt status if they plan to do much fundraising. The process is basically the same.

TIME MANAGEMENT

You may have heard the expression "no one has enough time, but everybody has all the time there is." Whether a librarian is fulltime or parttime, there never seems to be enough time to accomplish everything. Here are a few hints for getting organized by Jim Weigel of the Killingly (CT) Intermediate School Media Center:

- define your workplace: don't take your mail home
- unclutter your desk: don't save things, throw them away; only have on your desk what you are working on currently
- maintain a tickler file or use a Palm Pilot to remind you when to do things
- "sunset" your files - put dates on them to tell you when you don't need them anymore
- weed viciously
- develop goals and objectives for your library and yourself
- learn when to say no
- learn when to say yes
- prioritize daily tasks
- do routine tasks at the same time daily (or weekly)
- divide large tasks into smaller ones
- delegate work to others: live with mistakes and differences
- secure additional staff
- avoid downtime
- work after hours (occasionally): special projects, displays, meetings, grant proposals
- take some work home: professional reading
- let the boss know what you're doing
- maintain professional contacts
- automate and modernize rationally
- no rule is etched in stone
- make time to read
- avoid file cabinet creep: weed
- go on a diet
- do something nice for yourself
- the glass is half full, not half empty
- take care of your staff
- things do fall apart

(from Connecticut Libraries, 4/91)

Resources:

Time Management Handbook for Librarians, by J. Wesley Cochran. Greenwood Pr., 1992.

Small Libraries: A Handbook for Successful Management by Sally Reed. McFarland, 1991.

VERMONT AUTOMATED LIBRARIES SYSTEM (VALS)

Developed and designed to insure that rural Vermonters have the same access to information as their urban counterparts, VALS is coordinated by the **Department of Libraries** and represents a partnership of the state's public and private resource collections. Created in 1983, VALS first went online in 1986 and involved automating basic library functions at major academic libraries and the Department of Libraries, including circulation, acquisitions, and public access catalogs, and making resources available online.

Public and school libraries can also dial into VALS for interlibrary loan, and the public can access the catalogs through home computers. Besides databases of library holdings, there are several other information databases available and being added, including Supreme Court opinions, Vermont session laws, newspaper indexes, and State government information. Public and school libraries currently have free access to two electronic databases, Infotrac and OCLC First Search, via VALS, and all libraries will have access to additional databases during 2003.

By 1996, over 360 libraries were electronically connected via VALS for resource sharing including all Vermont academic libraries, 130 public libraries, and over 200 school libraries. Several special libraries such as the Vermont State Archives, Vermont Historical Society, the Vermont Student Assistance Corporation, Vermont hospitals, and not-for-profit organizations also participate in the network.

Resources:

http://dol.state.vt.us/gopher_root5/libraries/misc/generic_inet.html – Generic equipment requirements for library access to VALS.

http://dol.state.vt.us/gopher_root5/libraries/misc/govnet_acceptable_use.txt – Acceptable use policy for VALS access through GOVnet for the general public

VERMONT LIBRARY ASSOCIATION (VLA)

P.O. Box 803

Burlington, VT 05403

<http://www.vermontlibraries.org>

The Vermont Library Association, established in 1893, is the professional organization for librarians and trustees in the state. It provides a forum for discussion and examination of library issues and serves as a catalyst for action. Membership dues are based on annual salary. VLA publishes the *VLA News* six times a year and holds an annual spring library conference jointly with the Vermont Educational Media Association (VEMA), the professional organization for school library/media personnel.

VLA's four sections, divided by interest or type of library, sponsor meetings and continuing education opportunities throughout the year:

- CAYAL (Children and Young Adults) – holds an early spring workshop

- Public Libraries – often co-sponsors a fall conference for librarians and trustees; sometimes holds a spring workshop as well
- College and Special Libraries – plans fall and spring workshops
- Vermont Library Trustees Assn. – holds a fall statewide conference and participates in five spring Town Officers Educational Conferences organized by the Vermont Institute for Government and the UVM Extension Service

VLA Committees actively promote the aims of the association:

- Awards – promotes and chooses the Sarah C. Hagar and Trustee of the Year awards
- Conference – works with VEMA members to plan the spring two day conference
- Membership – promotes membership
- **Intellectual Freedom** – encourages discourse about issues and plans an annual lecture
- Personnel – studies salaries and benefits; promotes improvements
- Government Relations – sponsors annual legislative breakfasts and promotes state and national legislation to improve library service

VLA's website includes a peer advice directory, publications of note (including the **interlibrary loan code**), and current job openings. Committees work on special projects and are always eager for new members. The VLA membership also elects representatives to the board of the **New England Library Assn.** and the **American Library Assn. Council**, who sit on the VLA Executive Board.

VERMONT CENTER FOR THE BOOK

256 Haywood Rd.
 Chester, VT 05143
 800-763-BOOK
<http://www.vermontbook.org/>

The Vermont Center for the Book, begun in 1984 as the Vermont Reading Project of the Vermont Library Association, is an independent nonprofit which encourages Learning through "reading, reflection and interaction. [Its] professional development and family programs feature book-centered strategies and resources that promote learning." VCB sponsors the popular "Mother Goose" series for preschoolers and their caregivers as well as the annual **Red Clover Award**. In 2002, VCB's funding sources included the National Science Foundation, IBM, Verizon, the Wallace-Reader's Digest Fund, the A.D. Henderson Foundation, the Vermont Department of Education, the State of Vermont, and individual donors.

VERMONT COUNCIL ON THE HUMANITIES

200 Park Street
 Morrisville, VT 05661
 888-3183
<http://www.vermonthumanities.org/>

The Vermont Council on the Humanities, an affiliate of the National Endowment for the Humanities, is a private nonprofit corporation supporting public humanities programs statewide.

The Council makes grants and mini-grants to community organizations, including libraries, to develop humanities programs for adults. It also sponsors a "Speakers Program" which funds high-quality lectures, discussions, drama, and poetry on a matching basis and theme-based reading discussion programs for the general public and for literacy students. It holds an annual fall conference for supporters, program audience members, and program sponsors

VOLUNTEERS

The smaller the library, the more likely it is to use volunteers to complete daily tasks, perhaps even to keep the library open longer hours. Vermont public library volunteers perform the usual circulation, filing, book covering, and shelving functions and also make it possible for their libraries to provide storytimes, home or child care delivery, displays, internet tutoring, programs, and publicity. Volunteers also help with making the library more attractive and beautifying the grounds. In 2000-2001, volunteers contributed an average of 2,731.5 hours each week to Vermont's public libraries.

Every worker, paid or unpaid, needs to have a sense of what's expected and if s/he is meeting expectations. Even if your library is small and has no staff except volunteers, you should treat all who work there in as business-like a manner as possible. This means having written job descriptions, providing orientation and on-going continuing education, and evaluating job performance (see **personnel**). Clear, continuous communication is the key to keeping volunteers. Support and develop your volunteers' interests and talents while also making sure that their contributions further public library service. Volunteers can be a great asset in promoting the library's services, resources, strengths, and problems.

Don't forget to thank your volunteers for their contributions, both by simply saying "thank you," but also by recognizing them more formally. Some libraries plan an annual picnic or luncheon; others feature volunteers in news stories or newsletters. Keep track of volunteer hours and projects accomplished so that you can report these to the community in your annual report.

Resource:

Managing library volunteers : a practical toolkit, by Preston Driggers and Eileen Dumas. ALA, 2002.

WEIGHTS AND MEASURES

Despite its 1966 copyright date, Rolf Myllar's The Design of the Small Public Library (Bowker) is still invaluable for determining sizes. Myllar notes that:

- the average 3' wide shelving unit, with 7 shelves, holds about 150 standard-sized books
- one standard catalog card drawer holds enough cards for about 250 books
- a double-faced stack weighs about 650-750 pounds

Other weights and measures gleaned from here and there:

- if you space your shelves 5' on center, resulting in 3' wide aisles, your live load will be 150 pounds per square foot. However, 4' wide aisles are more accessible.
- leave 6-12" of empty space at the end of each 3' shelf to encourage browsing.
- four four-person tables will be more fully used than one 16 person table
- place lights no higher than 3' from the top of stacks and run them parallel to stacks
- paths of travel - aisles, walks, etc. - should be 36"-48" wide.

<u>Optimum heights</u>	<u>Adults</u>	<u>Children</u>
Table tops	30"	25-28"
Highest shelf	6'6"	5'
Lowest shelf	9"	9"
Minimum aisle space	4'	4'

In working toward removing physical barriers in your building, you should consult with the Americans With Disabilities Act Handbook (GPO, 1992) which includes the ADA Accessibility Guidelines (ADAAG). Ask for the Department of Libraries 1991 publication Planning for Accessibility to get you started and give you names of libraries to contact or visit.

WHO TO CALL IN MONTPELIER

If you have read this far, you may be overwhelmed, tired, or full of more questions. If the latter, the list on the following pages should point you to people who might be able to help you further.



*U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)*



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