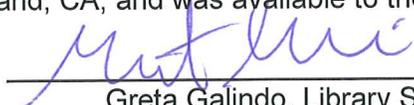


WOODLAND PUBLIC LIBRARY
Leake Room
250 First St.
Woodland, California
Wednesday, February 19, 2014
LIBRARY BOARD OF TRUSTEES
REGULAR SESSION AGENDA
4:30 PM

- 1) Welcome Visitors
- 2) Public Comment
- 3) Review of Agenda
- 4) Minutes
 - a) January 15, 2014
- 5) Communications
- 6) Old Business
 - a) Literacy Update
 - b) Measure J Update
 - c) Policy Manual Review- Posting Policy
 - d) Unique Management Solutions Update
- 7) New Business
 - a) 2014 Goals
 - b) Foundation Information
- 8) Reports
 - a) Director
 - b) Board
 1. Council Meeting Attendance
 2. Individual Board Reports
 3. 2x2 report
- 9) Adjournment

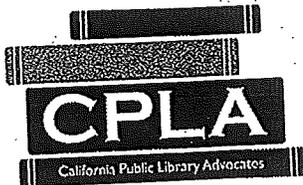
Next meeting: March 19, 2014

I declare under penalty of perjury that the foregoing Agenda for the regular meeting of the Library Board of Trustees of the City of Woodland scheduled for February 19, 2014 was posted on February 14, 2014 on the Library's front entry and bulletin board, 250 First Street, Woodland, CA, and was available to the public during normal business hours.



Greta Galindo, Library Services Director

Upon request, agendas and documents in the agenda packet will be made available in appropriate alternative formats to persons with a disability, as required by law. Any such request must be made in writing to the Office of the City Clerk of the City of Woodland. Requests will be valid for the calendar year in which the request is received, and must be renewed prior to January 1st. Persons needing disability-related modifications or accommodations in order to participate in public meetings, including persons requiring auxiliary aids or services, may request such modifications or accommodations by calling the Office of the City Clerk (530-661-5806) at least 48 hours prior to the meeting.



*California Public Library Advocates
Strengthening California Libraries through Advocacy and Education*

P.O Box 574
Sacramento, CA 95812-0574

January 23, 2014

Subject: California Public Library Advocates (CPLA) 2014 Spring Workshop
(formerly known as the California Association of Library Trustees and
Commissioners - CALTAC)

Dear Library Director,

The year 2014 is off to a good start and it will be an exciting year for the library community as we work together to improve library funding on both the state and local levels.

Deborah Doyle, President, California Library Association (CLA), will bring a powerful message that will empower all library supporters to be change agents in their communities. She will lead an overview of how using "Synergistic Advocacy" can help you increase value within your library community and learn how to most effectively use this as an important tool in advocating for libraries. Together we will work in a creative, innovative, productive manner and formulate plans to put to work Deborah's message.

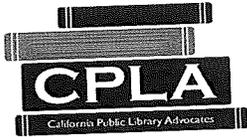
You are invited to join us at the **Huntington Beach Public Library on Saturday, March 1, 2014, 8:30 a.m. to 1:00 p.m., 7111 Talbert Ave, Huntington Beach, CA 92648, or at the Castro Valley Public Library on March 22, 2014, 8:30 a.m. to 1:00 p.m., 3600 Norbridge Ave, Castro Valley, CA 94546.** All are welcome to attend these workshops – especially your Friends and Foundation members. Enclosed is the program description and registration form. Please share with your library supporters.

We look forward to seeing you and your team at the workshop as we work together to strengthen our advocacy to preserve our libraries. See you there!

Best regards,

Regina Moore
Regina Moore
CPLA President
650-228-4178
mooregina8@gmail.com

PS: CPLA continues to provide Board Effectiveness Training. A CPLA trainer will come to your library at no cost to you. Please contact me with any questions and for scheduling.



CPLA Membership C/O
 Santa Clarita Public Library
 23743 Valencia Blvd
 Santa Clarita, CA 91355

*Join your fellow Trustees, Commissioners, Friends, Foundation and Staff for the
 2014 CPLA Spring Workshops*

Has your Library Board, Friends group and Foundation joined the trend? Yes, the **TEAM** trend (Together Everyone Accomplishes More). This workshop will show case examples of what can be accomplished when the library community advocates together.

This workshop will feature library leaders who have developed partnerships within the library community. Learn from their success stories. There will be time to explore how "Synergistic Advocacy" can work in your library community.

*Supporting California's Public Libraries – Trustees – Friends – Foundations –
 Advocating Together!*

❖ *Saturday, March 1, 2014: Huntington Beach Public Library*
 7111 Talbert Ave, Huntington Beach, CA 92648 (714) 842-4481

❖ *Saturday, March 22, 2014: Castro Valley Public Library*
 3600 Norbridge Ave, Castro Valley, CA 94546 (510) 667-7900

(You can ride BART-directions on cpladvocates.org)

*For both workshops: Coffee and check in begins at 8:30 am
 Workshop: 9 am – 1 pm*

News from the Capitol: Acting State Librarian, Gerald Maginnity

Keynote Speaker: "Synergistic Advocacy", Deborah Doyle, CLA President

North Section welcome and presenters:

Regina Moore, CPLA President
 Nate Miley, Alameda Co. Supervisor District 4
 Jean Hofacket, Alameda County Librarian
 Oakland PL LAC, K. Sterbenc / S. Gonzales
 Jeff Rubin, Friends of the Sacramento PL, LEAC
 Sue Beckmeyer, Co-President, Pacifica
 Library Foundation
 Nancy Howe, Santa Clara Co. Librarian

South Section welcome and presenters:

Regina Moore, CPLA President
 Jill Hardy, Huntington Beach City Council
 Stephanie Beverage, Huntington Beach Library
 Director
 Leaders from the San Diego Public Library
 Foundation
 Mary Abler, EveryLibrary California

Roundtable Breakout sessions at both workshops

Cut here

Registration Form for Southern WORKSHOP

Huntington Beach Public Library --- Saturday, March 1, 2014

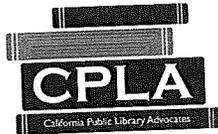
Name: _____ Library System: _____
 Address: _____ Position: _____
 City, State, Zip: _____ Are you a CPLA Member? yes no
 Phone: _____ Fax: _____ Do you wish to share your email address
 Email: _____ with other workshop attendees? yes no

Registration Fee (due by 2/24/14)

CPLA Member	\$18
Non-member	20

Make checks payable to CPLA and mail to:
 Robin Hoklotubbe (661) 799-6135
 23743 Valencia Blvd
 Santa Clarita, CA 91355

TOTAL _____ Sorry, no refunds
Early Bird registration fee \$18 when post marked by February 24, 2014; otherwise \$20.



CPLA MEMBERSHIP IS OPEN TO ALL LIBRARY ADVOCATES
 Renew or join us today! California libraries need our support!

Name _____
 Address _____
 City State ZIP _____
 E-Mail _____
 Phone _____

New ___ Renewal ___ **Trustee/Commissioner Individual Membership: \$25**
Trustee/Commissioner Group Membership \$23 each (Board = 5 or more members. Please
complete a form for each member identifying the library or system, including Library
Director).

For a limited time, an introductory fee of \$50 will cover all board members of your
 Friends or Foundation group only. This offer has been extended to February 28, 2014

Please mail this form with payment to: CPLA
 P.O. Box 574
 Sacramento, CA 95812-0574

Cut here.....

Registration Form for Northern WORKSHOP
Castro Valley Public Library --- Saturday, March 22, 2014

Name: _____ Library System: _____
 Address: _____ Position: _____
 City, State, Zip: _____ Are you a CPLA Member? ___yes___no
 Phone: _____ Fax: _____ Do you wish to share your email address
 Email: _____ with other workshop attendees? ___yes___no

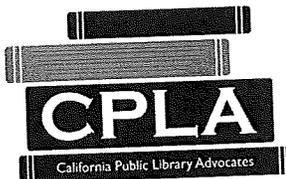
Registration Fee (due by 3/8/14)

CPLA Member	\$18
Non-member	20

Make checks payable to CPLA and mail to:

Alan Smith (925) 825-5575
 4823 Boxer Blvd.
 Concord, CA 94521

TOTAL _____ **Sorry, no refunds**
Early Bird registration fee \$18 when post marked by March 8, 2014; otherwise \$20.



Strengthening California Libraries through Advocacy and Education
www.CPLAdvocates.org

Questions? Please contact Regina Moore, President of CPLA: RMoore@wendel.com

Daily Democrat



Weather
High: 66 Low: 36

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BLOG dailydemocrat.wordpress.com www.dailydemocrat.com

Woodland, California

\$1.25

Serving Yolo County Since 1857

Bringing fabled characters to life



Photos by Deo Ferrer/Democrat

Muralist Rebecca England holds daughter Selah, 2, at the Woodland Public Library. Selah comes to the library with her mom while she works on the mural.

Muralist finishing project at library

By ELIZABETH KALFSBEEK
ekalfsbeek@dailydemocrat.com

The likes of Little Red Riding Hood, Peter Pan and Rapunzel are coming alive at the Woodland Public Library where a local artist is putting some final touches on a wall mural in the children's area.

Muralist Rebecca England, 26, began the project before Halloween and says the fairytale and nursery rhyme-inspired piece should be done by Valentine's Day.

England is depicting well-known characters from children stories, as well as some

lesser-known characters to "encourage people to explore children's literature," she said. These include "St. George and the Dragon," the German folk story "Flying Robert" and "Struwvel Peter."

"It's as much for the adults as it is for the kids," said England, who added that she has received great feedback so far. "It's always nice to feed off the enthusiasm of the parents and the kids that come in. That's the best feeling in the world to me is knowing they're getting excited about my art."

The mural begins on the children's section west wall, with an open book reading

"Once upon a time," and ends on the north wall with a family reading stories. In between is a flow of scenes and characters such as Hansel and Gretel, Jack and the Beanstalk and the Ugly Duckling.

"Art has really been my first love, besides the Lord," said England, who transplanted to Woodland with her husband and daughter from the Bay Area in July. "I was brought up as an only child and art was a way to occupy myself with creating my own fantasy worlds and use my imagination to stave off boredom."

See MURAL on page A2



Rebecca England works on a fairytale-theme mural in the Woodland Public Library's children section. Children and parents will likely recognize many of the fabled characters on the wall.

Past dry periods have lasted more than 200 years

By PAUL ROGERS
MediaNews Group

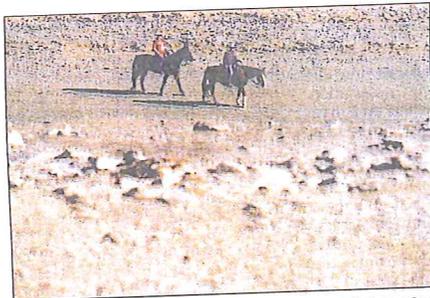
DROUGHT

See related editorial, Page A7

California's current drought is being billed as the driest period in the state's recorded rainfall history. But scientists who study the West's long-term climate patterns say the state has been parched for much longer stretches before that 163-year historical period began.

And they worry that the "megadroughts" typical of California's earlier history

natural evidence, researchers have documented multiple droughts in California that lasted 10 or 20 years in a row during the past 1,000 years — compared to the mere three-year duration of the current dry spell. The two most severe megadroughts make the Dust Bowl of the 1930s look tame: a 240-year-long drought that started in 850



Aric Crabb/MediaNews Group

Folsom police officers Daren Prociw, left, and Eric Baade of the mounted enforcement detail ride their horses across the exposed lake bed at Folsom Lake on Tuesday in Folsom.

that stretched at least 180 years.

California in 2013 received less rain than in any year since it became a state in 1850. And at least one scientist says that based on tree ring data, the

on pace to be the driest since 1580 — more than 150 years before George Washington was born. The question is: How much longer will it last?

A megadrought today

ANTI-SMOKING EFFORTS

Woodland gets a 'D' grade on tobacco report

By SARAH DOWLING
sdowling@dailydemocrat.com

More needs to be done in the area of anti-smoking efforts statewide — and in Woodland in particular — a recent American Lung Association report revealed.

The State of Tobacco Control report tracks yearly progress on key tobacco control policies at the federal and state levels. The report examines every city in California's 58 counties on areas of smoke-free outdoor air, smoke-free housing, and reducing sales of tobacco products. Averaged out, each city receives an overall letter grade.

The City of Woodland received an overall grade of "D", with a "C" in the smoke free air category a "F" in both the smoke free housing and reducing sales of tobacco categories.

"Charlie's Angels" film because it started a health drive that shaped her life. The actress, now 41, says she was a smoker with bad eating habits just before training for the action movie at age 27.

No longer denying drinking problem

 Elizabeth Vargas, the returning anchor of "20/20" on ABC, now admits she's an alcoholic and is in AA. In a TV interview Friday, she told of her "exhausting" battle. She drank mostly wine, which one of her kids called "mommy's juice."

Former predator's payoff real deal

 Jordan Belfort — the real-life "Wolf of Wall Street" con man who served 22 months behind bars — is mending his ways. He's making sure that the investors he swindled at the height of his broker days are getting all the movie's profits.



Wary greeting: Lincoln, left, a 6-month-old male red panda cub, and housemate Xue Li, a 7-month-old female cub, inspect a news camera in the nursery at the Boyd Family Red Panda Village at Knoxville Zoo in Knoxville, Tenn., on Friday. Lincoln met fellow cubs and new companions Xue Li and Delilah after arriving from Lincoln Children's Zoo in Nebraska.

Trending

Popular topics being talked about online ...

Retail security: Michaels Companies Inc., the biggest U.S. arts and crafts retailer, said it is investigating a possible security breach on its payment card network and advised customers to check their financial statements for fraudulent activity.

Disappointment with "D": A review of vitamin D supplements finds they may not bring expected health benefits, particularly regarding bone problems, cardiovascular concerns and cancer.

Best of the web

History's got legs in horse racing

 The auction at the now-defunct Hollywood Park was all about memorabilia. Get the story and views of those halcyon days. DAILYNEWS.COM

Lots of new turns in road for autos

 Driving's getting smarter fast. Follow the story and sights at the 2014 West Virginia International Auto Show. CHARLESTONDAILYMAIL.COM

TOBACCO

Continued from Page A1

city councils, and stores are now required to obtain a license to sell tobacco. Now if these stores are caught selling to minors, the license can be revoked.

Jensen said that now the illegal sell rate is really low, and he wants to bring this concept to the City of Winters.

"We are currently going to be teaming up with the police department, collecting data to present to city council," he said. Winters received the worst grade of the cities in the county with an overall grade of "F" while West Sacramento received a "D."

The City of Davis received the highest marks with an overall grade of "B."

Jensen noted that the reason

Davis received the highest grade is because "they adopted a very comprehensive second-hand smoke policy way back in the 1990s," he said. "Their no smoking policy goes even deeper than just workplace smoking."

According to Erin Reynoso, grassroots manager for the American Lung Association, the results for the area have remained the same since last year.

"Both Yolo and Sacramento county grades have stayed the same," Reynoso said. "But these grades represent real health consequences and we hope that city officials will do more in the coming years to raise their grade."

The state of California over-

all received an "A" in the smoke-free air category, but a "F" in the area of tobacco prevention. The state also received a "F" for cessation coverage and a "D" in terms of cigarette tax.

In California, tobacco use causes an estimated 36,000 deaths annually, according to the Lung Association. More than 30,000 kids start smoking each year in the state, and tobacco use costs the state's economy \$18.1 billion in combined health care and lost productivity.

This year's report highlighted the 50th anniversary of the historic 1964 Surgeon General's report that linked smoking to lung cancer and other diseases for the first time.

Follow Sarah Dowling at twitter.com/woodlanddowling

MURAL

Continued from Page A1

England is a children's book illustrator and art tutor by trade, and earned her bachelor of fine arts degree in traditional illustration at the Academy of Art in San Francisco.

"This has truly been a blessing to even get this job. It doesn't normally work this fast," said England.

Below Humpty Dumpty on the west wall is a frog prince, a special memorial for Elijah Lewis, the young boy who died in the Bel Air parking lot on Fourth of July last year. He loved frogs so much, his grandmother Sharon Russell explained, that "froggy" was a long standing nickname.

After his death, Lewis' family donated money for the library's toddler playtime zone,

underneath a portion of the mural, with activity tables, interactive wall panels and a bright area rug, in memory of the boy.

The family is also organizing a book drive in which favorite children's books, including those enjoyed by Elijah, are being collected. The books will be donated to the library with memorial name plates later this year.

"It will help us think of him whenever we're there," said Russell previously.

Paint and supplies for the mural project are provided by Friends of the Woodland Public Library.

Follow Elizabeth Kafsbek at twitter.com/woodlandbeat

INDIANS

Continued from Page A1

While Sikh Californians have been farming in California's Central Valley for nearly a century, the last couple of decades have brought a wave of technology workers and entrepreneurs into Silicon Valley, where they have formed a tight-knit, supportive and financially successful community.

Tapping into that donor base will be key to the Republican Kashkari's campaign, even if many donors will have to cross party lines to support him.

The growing roster of candidates and elected officials of Indian descent includes Democrat Ami Bera, a doctor who holds a Sacramento-area congressional seat; Democrat Ro Khanna, who is challenging for another in the San Francisco Bay Area; Vanila Singh, a Republican who recently announced she is entering the same Bay Area race; and Republican Ricky Gill, who attracted millions of dollars from Indian-Americans in the Central Valley before losing a tight congressional race two years ago.

San Francisco attorney Harmeet Dhillon was elected vice-chairwoman of the California Republican Party last year, while Attorney General Kamala Harris, whose mother was from India, is the highest-profile California officeholder with Indian ancestry.

"It symbolizes the changing face of California," said Karthick Ramakrishnan, a political science professor at the University of California, Riverside and director of the National Asian Ameri-

also break through."

Latinos are about 40 percent of California's 38 million residents and have a solid record of exercising their political muscle. By comparison, Indians make up less than 2 percent of the population, or about 638,000, according to the 2010 U.S. Census.

There is a long Sikh history in the Central Valley, where Kash Gill is mayor of Yuba City and Sonny Dhalwal is mayor of Lathrop, in San Joaquin County. But many other Indian immigrants are more recent, and it is their U.S.-born children who are now bounding into politics, Ramakrishnan said.

His research has found that compared with other much larger Asian constituencies, Indian-Americans have high levels of voter participation. They also are among the most consistently Democratic-leaning, although a significant portion have no party affiliation. That could create an opening for candidates such as Kashkari, a moderate on social issues who supports abortion rights and gay marriage.

Indian donors backed governors Nikki Haley of North Carolina and Bobby Jindal of Louisiana, both of whom are Indian and Republican.

"When there's an Indian candidate, Indian donors have been very enthusiastic about supporting them," regardless of their party, said Dhillon, the state GOP official. "They're a longstanding

emerging into politics is Khanna, 37, a former Department of Commerce staffer who is challenging incumbent Democrat Mike Honda in the majority Asian 17th Congressional District in the Silicon Valley. When his parents immigrated in the 1960s, they were focused on securing a middle-class life, getting a good education for their children and "taking a shot at the American dream," he said.

"My generation that has had the opportunity to go to public school, go to football games, walk the precincts ... that generation is going to give back in public service to the state and the country," Khanna said.

Similarly, Kashkari, 40, said his platform focusing on education and jobs resonates in the Indian community, where education is highly valued.

"Indians in America recognize how the opportunities that they have been able to pursue are not possible in India, and that's part of why they feel a sense of gratitude and to try to help others," he said.

Kashkari, who is Hindu, has spent much of the last year meeting with potential donors across the country.

"To try and raise enough money to credibly challenge the governor, we're going to have to tap into Indians, not just going to have to tap into the country," said Kashkari, a former U.S. Treasury official and an engineer by training. "The idea that one of their sons could go

movie home park by day encountered a man and woman next to driveway.

Police said the man ignored the officer demands to put down the rifle and was shot when he moved the weapon in a threatening manner.

A man who lives in the mobile home park told the Marysville Appeal-Democrat he heard four rounds and saw neighbors ducking

Lottery results

Saturday Daily 3:

Afternoon: 6, 6, 2.

Evening: 1, 6, 2.

Saturday Daily 4:

0, 8, 1, 7.

Saturday Fantasy 5:

1, 4, 24, 38, 39.

Saturday Derby:

First: 3, Hot Shot. Sec-

ond: 5, California Clas-

sic. Third: 7, Eureka.

Race Time: 1:47.75.

SuperLotto Plus:

5, 7, 13, 38, 43;

Mega: 11.

Ch
SU
ule
Lo
M
FI
W
W
de
35
P
T
C

Today's
Weather
High: 69
Low: 34

Let's Go

Saturday, 8:30 a.m.
"Accepting the Challenge". Providing the Best Care for People with Dementia through 3:30 p.m. (includes lunch) at Yolo Adult Day Health Center, 20 N. Cottonwood St., Woodland. There is no cost. Reservations are appreciated. Call 666-8828 or pphelps@dcn.org or peggy.phelps@dignity-health.org.

Saturday, 5:30 p.m.
The Woodland FFA Boosters are holding a Crab and Prawn Feed in the Home Arts Building at the Yolo County Fairgrounds. Doors open at 5:30 p.m., but dinner is served at 7 p.m. The cost is \$45 a person and there will be a raffle and auction. Tickets are available at F&F Multiprint, Inter-West Insurance Services and the Yolo County Farm Bureau. For information or tickets call 219-9663; or email FFABoosters@yahoo.com

Sunday, 7:30 a.m.
The Yolo Cabrillo Civic Club No. 26 will have its first Linguica and Sweetbread Breakfast of the year at Tumulty Hall, 315 Walnut St., Woodland. Cost is \$7 for adults, \$5 for children under 12, kids under 2 are free, and a family of 4 is \$20. To order Portuguese Sweetbread and other portuguese pasteries call Arlene at 908-8019.

Sunday, 1 p.m.
Nearly 70 junior high students from Solano and Yolo counties have been selected by blind audition to be part of North Bay Honor Band. This year students will have the opportunity to work for two days of rehearsal under the baton of Clay Redfield, a professor at Sacramento State. These musicians will perform at Pioneer High School in Woodland. Representing Douglass Middle school are Connor Sayers (baritone sax), and Maxon Fackert (trombone).

Sunday, 2 p.m.
Lynne Gough of Sacramento will speak of her great grandfather's adventures on a wagon train from Pennsylvania to Yolo County before the Yolo County Historical Society. Her talk will be entitled "Yolo Pioneers On a Gold Rush Wagon Train." Gough was born in Woodland, and is among the fourth generation of the Morris family to call California their home. She is a descendant of two old Yolo County families, Morris and Eddy. Her great grand uncle Asa W. Morris was a renowned Holstein cattle breeder in the early 20th century and owner of the world famous dairy cow, Tilly Alcartra. The society will meet at Mary's Chapel located at County Road 88 and southwest corner of County Road 15. This event is free and

1-25-14
GIRLS BASKETBALL: PIONEER WINS MATCHUP AGAINST WOODLAND, Page B1

Daily Democrat

SATURDAY, January 25, 2014

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www.dailydemocrat.com

Serving Yolo County Since 1857

Woodland, California

75 Cents

WJUSD superintendent to retire

By Democrat staff

Woodland school district Superintendent Debra LaVoi has announced her retirement.

LaVoi, who has been with the district for five years, made her announcement Thursday night during a meeting with school trustees. She spoke with administrative staff about her decision Friday morning.

"Wow, five years. I remember the process of interviewing you,"



Debra LaVoi

accept her notice of retirement on or about June 30. All five of

board member Elaine Lytle said. "I have the honor of being one of the trustees who has been able to work with you the entire five years. Thank you for everything that you've done."

LaVoi asked the school board to

the trustees that were present at the Thursday night meeting accepted her retirement, but were sad to see her go.

Board member Julie Ann Jackson was the most visibly shaken, beginning to cry while expressing her gratitude for LaVoi's years of service.

"Debra, you have been such a good ambassador for our school district," Jackson said. "Debra doesn't live in the community of Woodland, but she embraced the

community of Woodland, and has spent so much time here, and has done that in such a gracious way so thank you."

Board President Sam Blanco III, who gave a formal announcement of her retirement to the audience, said he wanted to say something from the heart.

"One thing I always appreciated about you is you always introduced yourself as Dr. Debra

See WJUSD on page A8

'Read to Succeed'



Photos by Sarah Dowling/Democrat

Library Director Greta Galindo reads to a group of third graders from Dingle Elementary School at Friday's United Way "Read to Succeed" event.

United Way event gives books to kids

By SARAH DOWLING
sdowling@dailydemocrat.com

The Woodland Public Library may be closed on Fridays, but that did not stop a crowd of local third graders from reading.

The United Way, the Woodland Host Lions, and other agencies partnered together for a literacy event benefiting children from Woodland Prairie, Dingle, and Freeman elementary schools.

"It's all about partnerships,"

See READ on page A8



Library Director Greta Galindo asks a group of third graders from Dingle Elementary School questions about the library.

DAVIS GIRL'S DEATH

Mom to plead not guilty by reason of insanity

By SARAH DOWLING
sdowling@dailydemocrat.com

The arraignment for a Davis resident charged with the death of her 5-year-old daughter has been continued but the defense indicated that Aquelin Talamantes will be pleading not guilty by reason of insanity at a future hearing.

Supervising Deputy Public Defender Sally Fredericksen provided a report from a psychologist at the arraignment hearing on Friday.

See DEATH on page A2

WOODLAND SWEEP

Theft suspects to be arraigned Monday

By ELIZABETH KALFSBEEK
ekalfsbeek@dailydemocrat.com

The six Woodlanders arrested after a search warrant sweep Thursday will be arraigned after the weekend.

Mark Lasonde, Kimberly Lalley, Jose Garcia, Blanca Hernandez, Elia Garcia and Salvador Villa will face arraignment on Monday at the Yolo County Superior Court. As of Friday

See THEFT on page A2

Calif. high court asked to take up high-speed rail

By JULIET WILLIAMS
Associated Press

SACRAMENTO — Gov. Jerry Brown's administration on Friday petitioned the California Supreme Court to overturn two lower-court rulings that have stalled progress on the state's

TRANSPORTATION

The petition seeks an expedited review and asks the court to overturn two decisions that prevented the state from selling \$8.6 billion in voter-approved bonds. The lower-court rulings also require the high-speed rail

and the state treasurer argue that the rulings prevent California from quickly starting construction on the \$68 billion project and could hurt the state's ability to finance other voter-approved projects in the future, a change of course for the officials, who previously said the rulings

these issues cripples government's ability to function," the 49-page petition filed late Friday said. "The rulings thwart the intent of the voters and the Legislature to finance the construction of high-speed rail, and do so in a manner that has implications for other important infra-

READ

Continued from Page A1

said Pamela Vargas, executive director of the Woodland United Way. "Creating change is what we do."

A little more than 200 third graders came to the library on First Street to take a tour, sign up for library cards, listen to stories and much more.

This event was done in conjunction with the United Way's "Read to Succeed" program. Vargas said that the goal of the program is to help every child become reading proficient by the fourth grade.

Parveen Saenz, vice principal at Tafoya Elementary, said that another goal of the program is to have parents read to their children at least 20 minutes a day.

"It's not learning to read, but reading to learn," Saenz said.

Students climbed the steps and entered the library doors single file, meeting up with Library Services Director Greta Galindo and other library staff who read them stories. Galindo read two stories to a group of

students from Dingle, which taught them the difference between fiction and nonfiction books.

"We're excited with the community involvement," said Dingle principal Lonny Villalobos.

The principals from the other two schools were also pleased.

"We're extremely grateful for the generosity of the United Way and the Lions Club. It will make an impact," said Woodland Prairie principal Irene Oropeza-Enriquez.

Eddie Gonzalez, Freeman Elementary principal said he gets "very excited when the community gets involved."

Gonzalez was reminded of the idea that it takes a village to raise a child. With the amount of community involvement, Gonzalez hopes that this will be the beginning of a "long-lasting partnership."

The children were allowed to check out two library books, and took home a book to own that was donated by the community.

Prior to Friday's event, the United Way hosted a book drive that yielded about 1,800 books.

Vargas said any books left over would be donated back to the schools.

Volunteers from the Yolo Food Bank were also present, handing out green apples and other healthy snacks to the children.

The United Way has partnered with the Woodland Host Lions "Reading Action" program to provide additional incentive for students to read throughout the month of February. To encourage the students from the three schools to read, the Host Lions are giving away nine Kindle Fires — three at each school — to the winners of drawings held in each school.

"The United Way is all about mobilizing our community to reach goals," Vargas said. "We bring groups together all for the benefit of the kids."

Follow Sarah Dowling at twitter.com/woodlanddowling

California air pollution drops over past decade

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SACRAMENTO (AP) — While overall air quality in California has improved significantly over the past decade, about a third of the population lives where pollution is in excess of federal health standards, according to state officials.

The California Air Resources Board presented an assessment of smog and soot levels on Thursday in Sacramento, the Los Angeles Times reported.

The board's report said smog fell 15 to 20 percent in urban areas since 2003, yet levels remain above federal health standards in parts of greater Los Angeles, the San Joaquin Valley, Sacramento and San Diego.

In the South Coast region, which includes Los Angeles and Orange counties, the number of high-ozone days has dropped 21 percent since 2003. State officials now estimate about 60 percent of people, including all coastal residents, live where smog meets federal health standards. But 6 million people in inland areas still live with unacceptably smoggy air, officials said.

Of the state's five biggest urban areas, only the San Francisco Bay area meets all federal standards for ozone — the worst component of smog — and fine particulate matter, or soot, according to the assessment.

The evaluation came as exceptionally dry and stagnant weather this winter has worsened air pollution across California and the Southwest, with some of highest levels in the Central Valley, the Times said. Officials said continuing spells of bad air could set the state back.

"I don't think we should be too congratulatory because this year has been a bad year," said board member John Balmes, a professor of medicine at UC San Francisco.

Health studies link ozone and fine-particle pollution to respiratory illness and other health problems, including asthma, heart disease and cancer.

Curbing smog over the next decade will require big cuts in nitrogen oxides and volatile organic compounds, according to the board's report. Those gases — emitted by vehicles, factories and power plants — react in the air to form ozone and fine particles.

WJUSD

Continued from Page A1

LaVoi, your superintendent," Blanco said. "Like trustee Jackson said, you don't live in this community, but you embrace it. It is your community, you always cared about us. Parents, staff and our students."

"Dr. LaVoi's dedication toward the success of our students is evident through her tireless work ethic," Blanco said. "We have been very fortunate to have a superintendent who is willing to go above and beyond her duties, to ensure our Woodland youth receive a top quality education. The WJUSD Board of Trustees appreciates all of the hard work Dr. LaVoi has given to our district and wishes her the best of luck in her retirement."

Trustees Julie Blacklock and Angel Barajas expressed their gratitude as well.

LaVoi was hired in mid-May 2009, and started her first school year in 2009-2010. Her initial contract was re-negotiated on June 30, 2012.

LaVoi came to Woodland from the Twin Rivers Unified School District, which encompasses the

McClellan Airfield, where she had been the assistant superintendent. At that time she already had more than 30 years of experience in education, including working as interim superintendent at the Rio Linda School District, an assistant superintendent of three school districts, working as a principal at three schools as well as serving as a classroom teacher and instructional facilitator.

During her time in Woodland, LaVoi said student achievement has steadily improved, student graduation rates now exceed the county and state, average daily attendance of students is "much improved," and re-designation of English Learners "has exceeded the targeted 10 percent annual improvement goal."

"It has been my privilege to serve the students, families, and employees of this great school district," she stated in a prepared release. "We have done well because of the talent and strength of our employees and Board, and the strong support

from our families and community. Of course, having the best students doesn't hurt."

LaVoi also thanked trustees for "always putting students first and the support provided for her over the years."

She described her time as superintendent in Woodland as a "fascinating, intense, joyful journey." The Board of Trustees will now begin their search for the next superintendent.

A Request for Proposals has been sent to California Superintendent Search Firms. Woodland school district board members will consider proposals submitted and discuss their plans for selecting the next superintendent in future open session meetings.

LaVoi was paid \$180,216 during her first year as superintendent with an additional \$10,000 for each following year until 2011-12. When the board agreed to extend her contract for an additional year, she was paid the same salary as in the 2011-12 year.

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JOBLESS

Continued from Page A1

turing jobs remained flat, while the number of construction jobs grew 4.8 percent, the highest rate among all sectors.

Leisure and hospitality was the second highest growth sector in 2013, with the number of jobs growing 4.5 percent in 2013. Government was the only sector to lose jobs.

The state's unemployment rate had risen to double digits during the recession and was at 9 percent or higher for five years until May 2013.

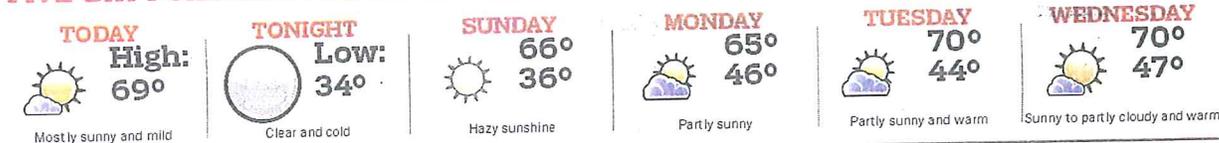
Even with the declining unemployment rate, 1.5 million members of California's labor force remained without jobs in December, according to preliminary, seasonally adjusted data. In addition, the number of people counted in

the state's labor pool has been declining, from 18.6 million in October to 18.5 million in December. Part of that drop could represent people who remain without work and have given up looking for a job.

Unemployment rates were generally higher in California's interior counties, primarily those dependent on farming. Imperial County, along the Mexican border, and Colusa County, north of Sacramento, had by far the state's highest unemployment rates, at 22.5 percent and 20.5 percent, respectively.

Marin, San Francisco and San Mateo counties had the lowest unemployment rates, all below 5 percent.

FIVE-DAY FORECAST FOR WOODLAND



ALMANAC

Statistics are through Thursday.

Temperature

High	69°
Low	34°
Normal high	55°
Normal low	39°
Record high	69° in 2014
Record low	27° in 1937

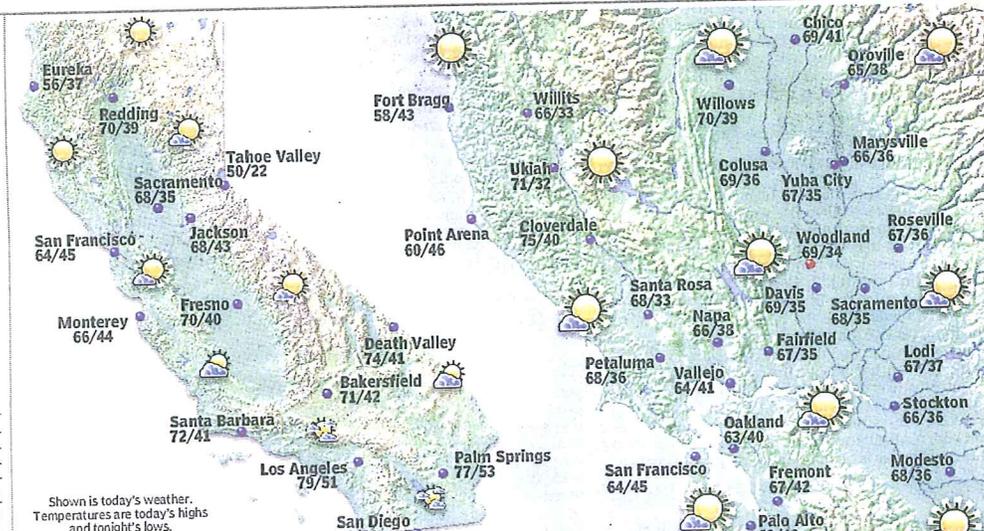
Precipitation

Since July	2.59"
Last year to date	14.51"
Season Normal	9.29"

ALLERGY REPORT

Grasses	Trees	Weeds	Molds
Low	Moderate	High	Very high
Absent	Source: National Allergy Bureau		

TODAY'S UV INDEX



Yolo Sun

News & Opinion – Woodland, California

Original (1905) Brass Handrail Of Woodland Public Library Is Stolen, Recovered

February 13, 2014 in [Uncategorized](#)

YOLO SUN NEWS REPORT :

In a sign of the times, brazen thieves sawed-off and absconded with Woodland Public Library's original (1905) brass handrail, during the night of January 21. This theft was discovered by initial Library patrons arriving the next morning and reported to Library staff, who alerted police.

Woodland Public Library is the oldest operating Carnegie Library in California.

Gleaming brass in two layers about a quarter-inch thick is revealed at the base of this nine-foot long handrail's three support columns, which these thieves set upon with some form of saw(s) to dislodge them from their anchoring fixtures along the library's front steps.

Brass is a soft, relatively valuable metal and fairly susceptible to such attack.

This historic library handrail survived the Great Depression, but not the Great Recession.

___ Police Dispatched To Scene ___

Within an hour of the opening of the library on January 22, Woodland Police Department dispatched an officer to review the crime scene and evaluate some response.

This police officer immediately contacted local recyclers and checked their brass scrap containers (to no avail), leaving with these recyclers police contact information associated with an alert regarding the handrail.

This police officer then reported receiving an email from the Woodland Public Library's Director, Greta Galindo, "stating that the hand rail replacement will cost approximately \$1,500 dollars[,] " concluding his report with the note that: "There are no known suspects and no investigative leads."

Later discussions with library staff provided a gloomy picture, with the original handrail potentially being replaced with one which possesses no practical likelihood of theft.

"The next one [if valuable] would be stolen as well," expressed one depressed staff member; adding, "I suppose it's just the times we're living in."

Separating Woodland Public Library from its original brass handrail would seem an egregious, aesthetic denigration of this historic facility.

The police "crime and incident form" associated with theft of the handrail describes the code violation as: "Grand Theft."

___ Handrail Suddenly Recovered ___

About 10:30 PM on the night of February 1, a Woodland Police Department report indicates that contact was

"I took possession of the railing and placed them in the sallyport and booked them into evidence at the station," concludes this police report.

___ Handrail To Be Re-Installed ___

An interview with library director, Greta Galindo, reveals that the original brass handrail will soon be repaired and re-installed, using some structural techniques (such as rebar reinforcement) which hopefully will resist further criminal mischief.

"We'll slow'em down next time," if someone attempts theft of this handrail, expresses Galindo.

Woodland Public Library's Board of Trustees will also consider overall library security issues, focusing on the handrail, during its next regular meeting on February 19.

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February 14, 2014 at 12:51 am
Bernadette Murray

Great news that the handrail was recovered and will be re-installed! Thanks for the story!



[Reply](#)

LEAVE A REPLY

Enter your comment here...

**WOODLAND PUBLIC LIBRARY BOARD OF TRUSTEES
MINUTES – MEETING OF JANUARY 15, 2014**

Board Members: Diane Adams, Keith Quigley, Bud Goding, Karen Shepard and Kathy Harryman

Library Services Director: Greta Galindo

The meeting was called to order at 4:04 p.m.

- 1) Welcome Visitors—Retha Robertson, Vice President of the Friends of the Library
- 2) Public Comment—None
- 3) The agenda was reviewed and approved.
- 4) Minutes of November 20, 2013, December 4, 2013 and December 16, 2013 were approved.
- 5) Communications—
Karen Shepard shared a Sacramento Bee article about a library in Texas that has gone bookless.
Diane Adams shared two Sacramento Bee articles of relevance to the library.
Bud Goding discussed the next 2 X 2 meeting with City Council members. Bud and Diane will attend
The 2 X 2 meeting on February 11, 9:00-10:00 a.m.
- 6) Old Business—
 - a) Literacy update: the coordinator of Yolo Reads is leaving for a position with the San Francisco Library. Alicia worked part time for Woodland Literacy. Greta hired Trina Camping at 50%.
 - b) Reauthorization of Measure V ballot measure was unanimously approved by City Council.
- 7) New Business—
 - a) Greta presented a mid-year overview of the Library budget.
 - b) Greta presented the in-progress new web site to the Board. The changes were approved by the Board.
 - c) Greta presented the FY 2014 Second Quarter Statistical Report. Numbers reflected the elevator being out of commission and the 2-week closure for painting.

8) Reports—

a) Director: The United Way Education Council is sponsoring 205 third-grade students from Dingle, Freeman and Woodland Prairie schools to tour the library, participate in story time and each will get a library card.

Reptile show on January 15th and continuing after school programs.
There will be Cover California presentations on February 6 and 15.

Fifteen hundred pounds of food were collected through “Food For Fines”.

The library, with help from the Friends of the Library, will pilot a “Little Free Libraries” program. LFL’s will be installed at City Park, the Community Center, Beamer Park and at a location down town.

b) Board:

1) No Council meetings were attended in the past month.

2) Karen attended the last Literacy Council meeting.

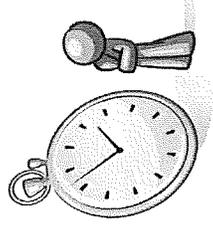
Friends of the Library Update: Retha shared that the Friends will sponsor author Sherry Jayce, who wrote “Dordogne Deception” on February 13th in the Leake Room as part of Love Your Library Week. Two additional author talks for April and June are in the works. Mystery Night will be on March 29th this year.

9) Adjournment—5:45p.m.

Next meeting: February 19, 2014 at 4:30 p.m.

When Do These Restrictions Kick In?

The rules against the use of public resources for campaign activities are triggered once a measure has qualified for the ballot.



There may be more latitude before a measure has qualified, but consult with agency counsel regarding the permissibility of specific activities.

Disclosure Requirements

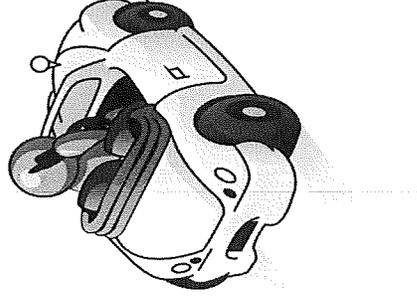
Ballot measure advocacy activities are also subject to disclosure (transparency) requirements under California's Political Reform Act.

For More Information

Visit www.ca-ilg.org/balloatmeasure

Ballot Measure Activities & Public Resources:

Rules of the Road



Institute for Local Government
Promoting Good Government at the Local Level



Institute for Local Government
Promoting good government at the local level

www.ca-ilg.org

1400 K Street Suite 205
Sacramento, CA 95814
Tel: 916.658.8208
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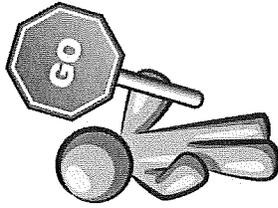
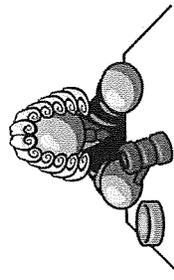
Ballot Measure Activities & Public Resources: Rules of the Road

As important as ballot measures are to policymaking in California, public agencies and officials face important restrictions and requirements relating to ballot measure activities.

The basic rule is that *public resources may not be used for ballot measure campaign activities*. Public resources may be used, however, for informational activities.

This pamphlet summarizes some of the key applications of these principles. The law, however, is not always clear. Check with agency counsel for guidance on how these rules apply in any specific situation.

The stakes are high. Missteps in this area are punishable as both criminal and civil offenses.



Public agency resources may be used to:

- Place a measure on the ballot.
- Prepare an objective and fact-based analysis on the effect of a ballot measure on the agency and those the agency serves.

- Distribute that analysis through regular agency communications channels (for example, through the agency's website and in regularly scheduled agency newsletters).
- Adopt a position on the measure, as long as that position is taken at an open meeting where all voices have the opportunity to be heard.
- Respond to inquiries about the ballot measure and the agency's views on the measure.

Any agency communications about ballot measures should not contain inflammatory language or argumentative rhetoric.

In addition, public employees and elected officials may engage in the following activities on their own time using their own resources:

- Work on ballot measure campaigns or attend campaign-related events on personal time (for example, evenings, weekends and lunch hours)
- Make campaign contributions to ballot measures, using one's own money or campaign funds (while observing campaign reporting rules).
- Send and receive campaign related emails using one's personal (non-agency) computer and email address.



Public officials should not:

- Engage in campaign activities on while on agency time or using agency resources.
- Use agency resources (including office equipment, supplies, staff time, vehicles or public funds) to engage in advocacy-related activities, including producing campaign-type materials or performing campaign tasks.

- Use public funds to pay for campaign-related expenses (for example, television or radio advertising, bumper stickers, and signs) or make campaign contributions.
- Use agency computers or email addresses for campaign communication activities.
- Use agency communication channels to distribute campaign materials (for example, internal mail systems, agency bulletin boards, or the agency's email or intranet systems).
- Post links to campaign websites on the agency's website.
- Give preference to campaign-related requests to use agency facilities

Best Practices:

- Make sure everyone in the agency who might be in a position to engage in the above activities is aware of these legal restrictions.
- Use a tag that makes clear that restrictions against using public resources for campaign materials have been observed (for example: "Not produced or distributed with public resources").

Policy Manual Review- Other Library Facilities Bulletin Boards

Current Policy

OTHER LIBRARY FACILITIES

Events Policy for Woodland Public Library Rose Gardens

Individuals or groups may use the Rose Gardens located on the grounds of Woodland Public Library for private special events. For-profit groups, events charging admission or fees, or groups that will be selling anything are not allowed.

To use the Rose Gardens, contact the library secretary to check availability and fill out the Woodland Public Library Rose Gardens Reservation Form (Appendix J), there is no charge for use. The person responsible must ensure that there is no damage to the gardens and that they are cleaned and returned to their original state after the event.

Special Events Liability Coverage can be purchased through Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), 77 W. Lincoln Ave., (530) 666-4456. (Approved 1/9/06)

Outside Facilities

Walkways, Rose Garden, Courtyard and grounds are the property of Woodland Public Library, and appropriate behavior is expected. Bicycles may only be stored in the racks provided for such use. Skateboarding is prohibited as signage indicates.

Bulletin Boards

Space will be available in the Reading Room and Young People's Library for announcements of library, cultural, educational, and social events and services. City of Woodland job announcements will be allowed as space permits. Purely commercial, political and religious announcements will not be posted. Items to be posted must be submitted to the librarian and will be removed after 30 days or when expired.

Proposed Revision to Bulletin Boards: The proposed revision has been brought back containing language prohibiting the posting of materials containing proselytizing speech.

Woodland Public Library Posting Policy

It is the policy of Woodland Public Library, as a part of its information mission and as a public service, to provide access to community information by providing spaces for the free distribution of handouts and the public posting of flyers, notices and posters not prohibited by law.

Content

Acceptable non-library materials produced by individuals or organizations are limited to those engaged in cultural, educational, intellectual, non-commercial, or charitable activities. Campaign materials, proselytizing speech, commercial materials or materials resulting in personal gain are not permitted. All postings will be approved by the Library Director or designee.

Distribution or posting of materials at the Library does not indicate a Library endorsement of the ideas, issues, or events promoted by those materials.

Placement, Quantity and Size

The Library Director will designate which spaces such as bulletin boards, literature racks, counter tops, desktops, or shelves are available for free distribution or posting of non-library materials within the Library or on library grounds.

The Library will give preference to materials that

- are of general community interest
- originate with organizations located in the City of Woodland
- announce events, activities, and services in a timely fashion
- are of a suitable size and, in the case of handouts, of suitable quantity

Duration and Responsibility

The Library Director or designated staff member(s) must approve each item for posting or free distribution.

Materials will be posted or placed for free distribution for 30 days, or until the last day of the event. After 30 days, materials will be discarded.

The Library assumes no responsibility for the preservation or protection of materials posted or placed for free distribution.

Materials posted or left for free distribution without approval from the Library will be discarded.

Materials known to be illegal will not be posted or placed for distribution.

Appendix J- Woodland Public Library Rose Gardens

Reservation Form

Date requested

Type of event

Responsible person (please print name)

Name

Address

Phone

(Signature)

(Date)

Approved 1/9/06

UNIQUE MANAGEMENT SERVICES, INC.

CREATED: 01/31/2014 6:18 PM WB

ACCOUNT STATUS REPORT

PAGE: 723

OLD BUSINESS

Agenda Item No: 6d

Library Board of Trustees Meeting: 02/19/2014

Ms. Greta Galindo

Woodland Public Library

250 First St

WOODLAND CA 95695

CREDITOR: 1701 -- Woodland Public Library

DATES LISTED: 01/01/1900 TO 01/31/2014

ALL AMOUNTS LISTED

Accounts Submitted	:	1,122	Dollars Submitted	:	108,898.53	Dollars Received	:	6,293.72
Bankruptcies	:	0	Dollars in Bankruptcy	:	0.00	Material Returned	:	14,172.78
Incorrect Addresses	:	338	Dollars in Skips	:	36,290.41	Dollars Waived	:	1,013.04
Patron Disputes/Suspends	:	3	Dollars in Dispute	:	119.00	Total Activated	:	29,923.83
Accounts in Process	:	781	Dollars in Process	:	70,442.39	% of Dollars Activated	:	42.48%
# of Accounts Activated	:	342						
% of Accounts Activated	:	43.79%						

Board of Trustees
Woodland Public Library
2014 Goals

- 1) The Board will work with the LSD, library staff, City Administration, Police Department, Fourth & Hope, the Rose Club and other relevant groups to reduce loitering and improve the environment so that children and families do not feel threatened or intimidated when entering or leaving the library.

To address the above mentioned issues, the BOT will explore opportunities to provide training and support for library staff; i.e. in-service on mental health/behavioral issues and related topics.

- 2) The BOT believes that the Leake Room/Center should be reopened to the public in the coming year. It is understood that staffing would need to be increased for this to become a reality. The Board will work with the LSD and library staff to develop a plan which would include additional staff hours, use policies, and strategies for funding.
- 3) The BOT will work with the LSD to revamp the Literacy Program. A Trustee liaison to the Literacy Program will be appointed.
- 4) The BOT will work with the LSD and library staff to explore opportunities to offer more cultural and educational programming to the community.
- 5) The BOT will research how other libraries have established foundations to support library goals.

Foundation Information

- Florida Department of State Division of Library and Information Services
<http://dlis.dos.state.fl.us/bld/foundations/>
- *Library Journal*, "Library Foundations Raise Money for Libraries... Right?" | Advocate's Corner

By Peter Pearson on March 15, 2013

- Sacramento Public Library Foundation
<http://www.saclibraryfoundation.org/?pageId=2>

• About The Foundation

- The Sacramento Public Library Foundation was created as a nonprofit corporation in 1984 to encourage support for the benefit of the Sacramento Public Library. Foundation funding complements, but does not supplant, the city and county responsibility for library operations. A contribution to the Library Foundation is an investment in the community.

To date, the Foundation has raised more than \$9 million to help provide books and materials, technology, reading enrichment programs, bookmobiles, literacy classes, after school homework centers, college and career counseling services, cultural events, and select capital improvements. Many of these dynamic services simply would not have happened without the initial support of the Foundation.

Revenue is generated by the Foundation through an annual giving program supported by more than 16,000 donors; major gifts from individuals including donor-named and donor-advised funds; foundation grants and corporate sponsorships; direct mail; and many planned giving opportunities including bequests, Revocable Living Trusts, Charitable Gift Annuities, Charitable Remainder Trusts, outright gifts of securities and gifts of life insurance.

- ALA Association of Library Trustees, Advocates, Friends and Foundations
<http://www.ala.org/united/foundations/factsheets>

fact sheet #11

for Friends and Foundations

"Citizens for Libraries"

ALTAFF

Association of Library Trustees,
Advocates, Friends and Foundations
A division of the American Library Association



THE ROLE OF LIBRARY TRUSTEES

It is not uncommon for the role of the Friends and the role of the public library Trustees to become confused. What authority and responsibilities do the Friends have? What is the role of the Trustees? Should an individual serve on both boards? If either of these groups is unsure of the limits of their respective authorities, conflicts can, and often do, arise. Fact Sheets 10 and 11 outline the roles of the Trustees and the role of the Friends, specifically indicating where their work and communication should overlap or complement each other.

There are typically two types of Trustee Boards - a) a governing board or b) an advisory board.

1. The **Governing Board** is either elected by the general population or is appointed by the city or town's elected council. This type of board has full authority over the governance of the library. This Board hires the library director, sets policy, and works closely with the director in establishing and presenting the library's budget to the city.
2. The **Advisory Board** typically exists where the library is a city department, the library director is hired by the city, and the library director reports directly to the city manager or mayor. The Advisory Board typically has less governing authority though it may be an appointed or elected Board. By law in most states, this Board still has responsibility for policy setting, but does not have responsibility for the budget or the direct oversight of the library director.
3. In both cases, the library Board of Trustees has the authority for developing and implementing the policies that govern library services.
4. In both cases, the library Board of Trustees works with the library administration in planning and goal setting for the library.
5. In both cases, the library Board of Trustees should meet at least monthly with the library administration in an open meeting where a Friends liaison should be present and have an opportunity on the agenda to update the Board of Trustees on the Friends' activities.
6. In both cases, a member of the library Board of Trustees should be appointed to act as a liaison to the Friends and attend their meetings and as many of their functions as possible.

continued on reverse

7. In both cases, all members of a library Board of Trustees should become personal members of the Friends at the highest level they are able.
8. Individually and collectively, Trustees should act as advocates of libraries and present the library point of view to their locally- and nationally-elected legislators and leaders.
9. At least yearly, the library board should plan a joint meeting to discuss mutual concerns with Friends. This can be done in conjunction with a breakfast or dinner meeting.

Should a member of the library Board of Trustees also serve as a member of the Friends of the Library Board? The generally accepted wisdom is "no." There are a number of reasons for this:

1. It can imbue a single member with more power and authority than his or her peers on each of the boards.
2. There can be a perceived conflict if a member of the policy making Board is also in a decision making role on the Friends Board that helps fund the library's services.
3. There can be a potential conflict of interest when a policy the library Board of Trustees is proposing might not be considered to be in the best interest of the Friends. For example, deciding to give discarded library materials to an outsourced agency or proposing the establishment of a foundation for fundraising.

Even if your Trustee Board and Friends Board are working in perfect harmony right now, no precedent should be set that will allow possible conflicts in the future. Though it is the case that a Trustee Board member may take a leadership role in creating a new Friends group and therefore have a decision making role in both for awhile; this should be considered a temporary necessity and the new Friends should elect officers (other than library Trustees) as soon as possible.

For more information, see ALTAFF's Toolkit #3, "Friends and Libraries: Working Effectively Together" in the Friends and Foundations Zone at www.ala.org/altaff. In addition, see the chapter on "Organizational Effectiveness" in *101+ Great Ideas for Libraries and Friends*.

fact sheet #16

for Friends and Foundations

"Citizens for Libraries"

ALTAFF

Association of Library Trustees,
Advocates, Friends and Foundations
A division of the American Library Association



HOW TO ORGANIZE A FRIENDS FOUNDATION

The primary reason to form a foundation is to create a significant funding source separate and distinct from the regulations and restrictions that apply to any governmental institution. A foundation can establish its own rules, buy equipment or provide services for the library without regard to competitive bidding, committee approvals, etc. The library Friends group and the library Foundation are usually separate groups. The Foundation is usually formed when larger amounts of money are needed than can be raised by the Friends group; these funds can then be invested until they are dispersed.

1. Contact a lawyer to develop documents pertaining to foundations such as articles of incorporation and by-laws (necessary for limited liability) and to obtain federal and state tax-exempt status.
2. Select a steering committee or board of directors that reflect your community and can address the library's needs. Define need and mission statement with this group.
3. It is usually helpful to have lawyers, bankers, public relations and marketing people as well as high profile community and corporate leaders serving on the full board.
4. It is often necessary to hire a director for the Foundation with fund development experience. Dispersal of the funds is normally decided between the Foundation Board, the library director, and the library Board of Trustees.
5. Monies raised are often best looked after and invested by bank trust companies or other money managers. A survey of your community will help you determine where to place your funds.
6. The Foundation should be used to develop and promote a planned giving program. For more information on planned giving, see Fact Sheet #25, "Planned Giving: What You Need to Know."
7. Be sure to involve elected officials, library Trustees and other interested parties in the development of the Foundation.
8. Develop a long-range plan for the Foundation and periodically re-evaluate it with your Foundation Board of directors, the library director, and the library Board of Trustees.

continued on reverse

9. Maintain a liaison to the Friends of the Library and to the Trustees to keep open lines of communication.
10. For additional resources for Foundations, visit the ALTAFF Web site, www.ala.org/altaff.
11. For more information about fundraising and events, see *Even More Great Ideas for Libraries and Friends*, available from ALTAFF.

Association of Library Trustees, Advocates, Friends and Foundations
Sally Gardner Reed, Executive Director
109 S. 13th St., Suite 3N
Philadelphia, PA 19107

(800) 545-2433, ext. 2161
fax (215) 545-3821
www.ala.org/altaff

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

1. Introduction

"I am working on a Memorandum of Understanding ... these are all the reasons why I'm so interested in hearing from well-established groups ... and their establishment/growing pains." Linda Hendrix, Director, Santa Rosa County Library System.

Public libraries of all sizes have considered establishing library foundations to assist them in raising money from the private sector. Some libraries have followed through and have successes. Others have hesitated because they have active and engaged Friends of the library groups that serve as fundraisers and advocates, and they fear that a library foundation might compete with the Friends. Still others worry about the complicated nature of establishing a foundation and finding the right people to serve on its board of directors and provide leadership.

In order to address the issues regarding the establishment and effectiveness of library foundations, the Division of Library and Information Services engaged the services of Susan Kent, Library Consultant, to develop information and resources on starting and developing public library foundations in Florida.

The consultant conducted two surveys. The first was sent to those libraries with library foundations. The second was sent to all Florida public library administrative units. The responses to both surveys helped inform the resources that were developed for Florida libraries.

These resources are intended to provide guidance to those libraries wishing to start a library foundation and helpful suggestions to those libraries that currently have a library foundation and hope to build on its success. The resources included do not attempt to answer every question about library foundations. They are, however, organized to address the larger issues specifically related to library foundations and their relationships to the libraries they serve. The resource guide contains the following sections:

- Fundraising: Assessing Capacity
- Why a Library Foundation
- Setting Up a Library Foundation – Articles of Incorporation, Bylaws, Mission Statements
- The Public/Private Partnership Agreement: The Memorandum of Understanding
- The Library Foundation's Board of Directors
- Library Foundation Organizational Issues
- The Role of the Library Director
- Raising Money
- Relationship with Friends of the Library Groups
- Community Foundations
- Online Resources

The resource guide also contains some relevant examples from Florida libraries; several planning templates, some with suggested language for a fictional library; and referrals to websites that may be helpful.

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2. FUNDRAISING: ASSESSING CAPACITY

"The Brevard Library Foundation provides financial resources for the Brevard County Library Service to enrich and accelerate innovation within the library experience for the shared benefit of our community."

Mission Statement, Brevard Library Foundation.

How does a library know if it's ready to fund raise? Self-assessment is the key, undertaking a real searching look at the library's organizational structure, governance structure, volunteers and friends, staff capability and expertise and, of course, the competitive environment in which it is situated.

Fundraising should only begin after the library does an assessment of its position and its capabilities. Of course, some libraries simply jump into fundraising and are successful. However, in order to build ongoing support, the library leadership has to realize that fundraising is not a one-time event or campaign but rather a strategy of building friends and supporters for the long-term benefit of the institution and those it serves.

LIBRARIES WITH NO EXPERIENCE FUNDRAISING

Many libraries, no matter their size and/or service area, have had no experience fundraising. While some of these libraries may have Friends or support groups that have raised funds via book sales and ice cream socials, there has been no concentrated intention to raise funds from the private sector for specific purposes. An assessment of the library's fundraising potential should answer the following questions:

- Is there a plan for the library's growth and development?
- What is the financial picture of the library and what are its financial needs for the next year and beyond?
- Who will make the decision about whether to pursue outside sources of revenue and how?
- Do the library staff and/or board have individuals with knowledge of and experience in fundraising? If so, who will take the lead? If not, where can the necessary individuals gain experience and expertise?
- What is the competition for private donations in the library's service area: museums, hospitals, universities, etc.?
- Are there private individuals, foundations or businesses in the local area that are very supportive of the library and who would step up to help in a fundraising effort?
- If there are one or more Friends of the library groups, will they be an asset or a detriment to a fundraising effort?
- Can the library seek outside assistance, i.e. a fundraising consultant, to kick-start the effort and provide training and information to the library's leadership?
- Can the library make the case for private support? Is private support part of the library's strategic directions?

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- How will the leadership of the library's governmental jurisdiction feel about the library's fundraising effort and will it affect the jurisdiction's public funding support of the library?

LIBRARIES WITH LIMITED FUNDRAISING EXPERIENCE

Some libraries have limited experience raising funds from the private sector. This may include having an active Friends of the library group that has solicited funds from individuals and businesses, or library staff, particularly the library director, has asked for funds and/or in-kind donations for special projects like summer reading programs for children or book collections. Money and donations may be given to the Friends group or to the library's operating budget. In this scenario, there are individuals on the staff and in the volunteer group who have actively asked for money and are at least somewhat comfortable doing so.

If the library wishes to step up its fundraising program and prowess, it will need to address the questions from the previous section. In addition, a library with limited fundraising experience will need to answer these additional questions:

- Where is the money raised going to go and why?
 - A separate library foundation?
 - The Friends group?
 - The library's operating budget?
- Who will be responsible for raising and accounting for the funds and why?
 - The library's director?
 - The Friends group?
 - A library foundation?
 - A development director on the library's staff?
- Is there sufficient staff support to undertake a major fundraising effort? If not, where is the support going to come from?
- Are there prominent local individuals who can help the library raise funds and are they willing to do so? Who is going to identify and ask these individuals to commit to the library's effort?

LIBRARIES WITH CONSIDERABLE FUNDRAISING EXPERIENCE

"Foundation activities, successes and outputs need to be evaluated by an outside group ... every few years to make sure the Foundation is operating the best it can."
Robert Cannon, Director, Broward County Libraries Division.

As more and more libraries have engaged in fundraising over the past several years, libraries of all sizes have gained considerable experience in raising private funds. Libraries have created library foundations with separate boards of directors and staff. Others have hired development directors and other staff to organize the fundraising effort. Some of these libraries have continued to build on their successes with larger and more complex fundraising campaigns and initiatives. Some have found that their fundraising efforts stall after completing successful but exhausting campaigns and the fundraising leadership grows tired or moves on to other causes.

In order to re-inspire and refocus the efforts of this type of library and to put in place a more sophisticated fundraising apparatus, the more experienced fundraising library will have to assess its position by

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answering all the previous questions as well as addressing those that follow:

- What is the best organizational structure for continued successful fundraising and why?
 - A separate library foundation?
 - A revitalized Friends group?
 - An internal development office?
- Do we have the best board for fundraising?
 - Who is on it?
 - Where are there gaps?
 - Have the board members made their own contributions?
- What kind of fundraising campaigns have been undertaken and why?
 - Annual campaigns?
 - Planned giving?
 - Special events?
 - Others?
- Is the library's leadership totally behind the fundraising efforts and how fully are they engaged?
- Is the library's staff knowledgeable about the fundraising effort and can they speak to its successes if asked by the public and/or potential donors?
- Is donor cultivation ongoing and donor recognition appropriate?

By taking a realistic and searching look at its experience in fundraising, the skills and expertise of staff and volunteers, the potential leadership for future fundraising efforts and its organizational assets and gaps, a library can set the best course forward to build fundraising capacity.

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3. WHY A LIBRARY FOUNDATION?

"Clearly, our library system is one of the local agencies facing severe cutbacks in funding ... This will result in a drastic cut in book purchasing, cuts in programs and reduction of staff ... working to reduce the effects of impending budgetary cuts on three programs ... specifically, the foundation is committed to raising \$3,500 to provide fuel for the Mobile Library, \$30,000 to fund the annual Family Reading Festival and \$40,000 to add 2,000 children's books to the county libraries."
Ned Kellar, Executive Director, Brevard Library Foundation. www.brevardlibraryfoundation.org

When the staff and board of a library make the decision to embark upon a serious and professional fundraising effort, they should assess their history and record in fundraising as well as the capability of their institution to solicit funds from the private sector and to then receive and steward such donations.

In some cases, the library will have received solicited and unsolicited donations. Because the library is a public institution, often even private gifts have to be incorporated into the library's general revenue. Without a flexible, non-governmental, nonprofit organization such as a library foundation, these privately-sourced gifts may also have to be spent in accordance with the regulations governing the library and its governmental jurisdiction. The library faces the requirements of a publicly governed entity; this can make the expenditures of privately-sourced gifts difficult, both for the library and the donor. Compounding the complexities of mixing private and public funds, even when local codes do allow flexibility in spending privately-sourced monies, government officials may be tempted to expect these and similar gifts to be used instead of public funds, particularly in tough economic times.

Increasingly, public libraries have chosen to set up library foundations as their fundraising arms. They have done so for several important reasons which include:

- The need to have a legal vehicle to receive gifts and donations which are tax deductible.
- The need to have a group of individuals who will devote themselves to fundraising for their library.
- The need to be able to directly influence the stewardship of the gifts and the ways in which gifts are expended to benefit the library and its users.

Many libraries in Florida have expressed interest in setting up a library foundation to help fund construction projects or provide another source of revenue to pay for some library services because of shortfalls or cuts in public funding. The leadership and resources needed to put into motion a professional, respected and successful library foundation certainly must be considered before undertaking such an effort.

There are, inherent in library foundations, certain flexibilities and opportunities that distinguish this approach from two other approaches to fundraising: utilizing Friends of the Library groups and participating as a dedicated fund in a Community Foundation. (Brief discussions of Friends groups and Community Foundations will be found later in this resource guide.)

An independent library foundation:

- Should be devoted to and focused on one cause — raising funds on behalf of the library.

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- Should have a board of directors that has the ability to raise funds and/or make gifts to the library; a board that understands clearly that this is its primary purpose.
- Is structured to raise funds, account for those funds and dispose of those funds in accordance with its purpose and within the legal requirements of a private nonprofit organization.
- Has the ability to raise and spend money that is outside the revenue and expenditure requirements of the library as a governmental entity.

The creation of a tax-exempt nonprofit library foundation will professionalize the library's ability to raise funds from the private sector. But obviously such a shift in the level of the library's commitment to fundraising will be a major developmental step that requires careful planning and organization.

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4. SETTING UP A LIBRARY FOUNDATION ARTICLES OF INCORPORATION, BYLAWS, MISSION STATEMENT

The JPL Foundation, Inc. is a 501(c)(3) private not-for-profit corporation created in 1986. The Foundation's mission is to provide the resources that enhance and enrich the Jacksonville Public Library. To this end, the Foundation encourages investments in the future of our library through a variety of giving opportunities, i.e., donations, grants, an endowment fund, Planned Giving programs and memorials.

The Foundation develops financial resources to enhance library facilities, purchase books, computers and media for children and adults, support the Library's Center for Adult Learning and bring thousands together for the annual book festival, Much Ado About Books. The Foundation also launched the capital campaign, "Perfect the Dream" which enabled the library to build an endowment fund to enable Jacksonville to perfect its dream of a world-class library system. Gifts to the Foundation provide tax benefits to the donors and benefit the library and its vital programs. None of these accomplishments would be possible without the generosity of corporations and individuals.

Jacksonville Public Library Foundation Mission

As a public library begins to work on the creation of a library foundation it must do three things:

- File Articles of Incorporation with the appropriate state agency.
 - In Florida, a nonprofit charitable and educational organization must register as a corporation with the Florida Department of State, Division of Corporations, and request the Florida Not-for-Profit Corporation Act booklet. They can be contacted by phone at 850.245.6045 or on the web at www.dos.state.fl.us/divisions/division_doc.cfm.
- A charitable organization intending to solicit donations and contributions from the public must register, on an annual basis, with the Florida Department of Agriculture, Division of Consumer Services. The division can be contacted by phone at 1.800.435.7352 or on the web at www.800helpfla.com.
- Secure a federal income tax exemption by filing with the Internal Revenue Service. The organization must apply for exemption and file reports as required. Organizations that meet the requirements of the Internal Revenue Code section 501(a) are exempt from federal income taxation. The IRS can be contacted by phone at 1.800.829.1040 or on the web at www.irs.gov. Special information for nonprofit organizations can be found at www.irs.gov/charities.

The first steps in setting up a library foundation require legal assistance. Often, when the first library foundation board is being established, an attorney who is willing to provide pro bono legal services is included as a member. If there is no pro bono assistance available, get a recommendation and hire an attorney who has experience in assisting nonprofit organizations to fulfill the legal requirements to establish a foundation. These requirements include the paperwork for the Internal Revenue Service (IRS) and any documentation that is required by state government. State charity registration offices can provide information about filing the state documents. These processes may take anywhere from five to six months. Notify the legal representative of the local political jurisdiction, i.e. county attorney's office, so that he or she is aware of the legal steps being undertaken to establish a foundation. There is no reliable

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way to estimate either the time needed for the paperwork to be finalized or the cost of legal services. There are a great many factors which can affect both time and cost.

The Foundation Center has created a website with valuable information about establishing and running a nonprofit organization. This website (<http://foundationcenter.org>) also points to many other web-based and print resources which are very helpful.

ARTICLES OF INCORPORATION

The articles of incorporation is the legal incorporation document for a library foundation and is filed with a state government agency. The articles of incorporation for the library foundation must include:

- The official name of the organization.
- The address of the headquarters of the organization.
- The organization's overall purpose or mission.
- Goals which should be broad and adaptable.

The above items must be determined prior to filing the incorporation papers. Take a look at other library foundation or nonprofit organization articles of incorporation. One way to see some samples is to search the web under "nonprofit articles of incorporation." There are a number of public libraries in Florida which have library foundations and may be happy to share samples of documents such as articles of incorporation, Foundation bylaws and memoranda of understanding. The Division of Library and Information Services and the Florida Library Association are excellent contacts and referral points. Remember, however, while it is good to look at some samples, the articles of incorporation drafted for your library foundation must fit its specific mission and goals.

TAX EXEMPT STATUS

The Internal Revenue Service requires that organizations wishing to achieve tax-exempt status under Section 501(c)(3) fill out the required forms. Once an organization is granted tax-exempt status, it is exempt from federal taxes, and contributions to that organization are tax deductible. Unless you are already an expert on the tax code, it is important to have legal counsel for this process. When the IRS approves the request for tax-exempt status, it will notify the organization with an official letter. This process can take from three to six months.

FOUNDATION BYLAWS

In addition to the legal documents described above, the library foundation will have to draft bylaws, the laws or rules which govern the internal affairs of the organization. The initial incorporators of the library foundation, together with the library director, should put together this document. There are many models of bylaws to use. Public libraries with their own foundations are usually very willing to share their bylaws. Bylaws need to include but are not limited to the:

- Name and purpose of the organization.
- Board of directors - their role, size and composition.
- Method of electing the board of directors.
- Meetings of the board and how frequently they occur.
- Terms of the board of directors.

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- Quorum for board meetings.
- Officers and duties of the officers,
- Vacancies on the board and how those vacancies may be filled.
- Resignation, termination and absences from the board.
- Executive director and duties of that position.
- Ways in which the bylaws may be amended.

Some sample language for bylaws is included below. The language is merely illustrative and is shown as an example. Library foundation bylaws should be tailored to local needs and situations.

BYLAWS OF THE SUNSET RAYS COUNTY LIBRARY FOUNDATION

ARTICLE I NAME AND PURPOSE

Section 1: The name of the organization is the Sunset Rays County Library Foundation.

Section 2: The Sunset Rays County Library Foundation was formed to assist the Sunset Rays County Library in securing private funds to enhance library services and to advocate for the Sunset Rays County Library in the community.

ARTICLE II BOARD OF DIRECTORS

SECTION 1: Role of the Board. Size and Composition. The board is responsible for the policy and overall direction of the Sunset Rays County Library Foundation. It shall have a maximum of 40 members and no fewer than 10 members. Of the 40 members, a maximum of two members shall be appointed by the Sunset Rays County Commission Chairman and one member shall be appointed from the Friends of the Sunset Rays County Library Board by the president of that board. The Director of the Sunset Rays County Library shall serve as a full voting member of the Foundation board of directors. The board will receive no compensation for its service. The day-to-day operations of the Foundation will be delegated by the Foundation board to the executive director of the Foundation.

SECTION 2: Meetings. The board shall meet quarterly at an agreed upon time and place.

SECTION 3: Board elections. The board shall hold an annual meeting at which elections for membership to the Board will take place.

SECTION 4: Terms of Board Membership. All board members shall serve four-year terms and are eligible for re-election to one additional four-year term.

SECTION 5: Quorum. The business of the Board may not be transacted unless there is a quorum of at least 50 percent of eligible board members present.

ARTICLE III OFFICERS AND DUTIES

SECTION 1: There shall be four officers of the board and they shall be elected at the annual board meeting. The officers shall consist of a Chair, a Vice-Chair, a Secretary, and a Treasurer. (Duties of each position may be included here.)

SECTION 2: Vacancies. Nominations for new members may be made to the board's governance committee who will present a slate of prospective board members and officers to the board at its annual meeting or at another meeting convened for that purpose.

SECTION 3: Resignation and Termination. Resignation from the board must be presented in writing to the secretary of the board. A board member may be terminated from the board if that member has three unexcused absences from Board meetings in a one-year period of time.

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ARTICLE IV COMMITTEES OF THE BOARD

SECTION 1: The board may create committees as needed. The board chair shall appoint all committee chairs. There will be four standing committees of the board — the executive committee, the finance committee, the investment committee, and the governance committee.

SECTION 2: The Executive Committee. The officers of the board shall serve as the executive committee. The executive committee shall assume all the powers of the board of directors between meetings of the board. The executive committee shall annually review the performance of the executive director and recommend compensation to the full Board. (Other committee responsibilities should be spelled out in this section.)

ARTICLE V EXECUTIVE DIRECTOR

SECTION 1: Executive Director. The executive director is hired by the board and has day-to-day responsibility for the operations of the library foundation within the board policy and goals framework. The executive director will attend all board meetings and carry out all duties as described in the job description written for that position. The executive director is responsible for managing the staff of the organization.

ARTICLE VI AMENDMENTS

SECTION 1: These bylaws shall be amended as necessary by a majority of the board of directors. Proposed amendments to the bylaws shall be sent to board members no later than two weeks before a scheduled meeting.

MISSION STATEMENT

All of the legal and detail work to set up a library foundation must support an articulate and clear vision for the organization. What is it set up to do? Why? How does it fit in with the mission of the library?

The mission statements of several library foundations are included below as well as throughout this resource guide. It is important to keep in mind that library foundations and the libraries they serve are locally-based institutions and the mission statement should, if possible, reflect that as well.

SOME EXAMPLES

Fine libraries everywhere exist with public funds, but it is through private funds that they flourish. The Broward Public Library Foundation was incorporated in 1982 to provide books and materials that go beyond what is available through tax base funding.

The nonprofit Foundation is the catalyst in sparking private funding and endowments to ensure that a state of excellence is achieved throughout the Broward County System.

Broward Public Library Foundation Mission Statement

The Library Foundation was created as a nonprofit corporation in 1992 to encourage private support for the benefit of the Los Angeles Public Library. Foundation funding complements, but does not supplant, the city's responsibility for library operations.

Library Foundation of Los Angeles (California) Mission Statement

Note that the Library Foundation of Los Angeles' statement specifically mentions that charitable giving is not a substitute for public funding and that the local jurisdiction has a responsibility to support the library.

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The following mission statement is a bit different. In Saint Paul, Minnesota, the Friends of the Saint Paul Public Library undertakes the role of a quasi-library foundation.

The Friends of the Saint Paul Public Library:

- a. Increases the use of the Library through public awareness and cultural programming.*
- b. Advocates for strong public funding of the Library; and*
- c. Provides private funding to enhance Library services.*

Through this work, the Friends serve as a national model for its unique, comprehensive support of the Saint Paul Public Library.

Again, note that the mission clearly delineates the importance of "strong public funding" in partnership with private funding.

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5. THE PUBLIC/PRIVATE PARTNERSHIP AGREEMENT THE MEMORANDUM OF UNDERSTANDING

"A foundation and its governance must be set up carefully to make sure that the efforts and energies of the Foundation clearly and solely benefit the library."

Robert Cannon, Director, Broward County Libraries Division

One of the first steps to take when a decision is made to set up a library foundation is for the library to clarify its desire and intention to pursue private funding with its local government entity — city or county. By notifying the elected officials of its plans to raise funds to complement the public funding it receives and by securing the blessing of these officials, the library is strengthening its long-term goals of bringing together a mix of public and private funding to create better services, collections and/or facilities.

Creating a Memorandum of Understanding (MOU) between the library foundation and the library is a sound approach and, in fact, may be required by the library's public jurisdiction. If the situation calls for it, a three-party MOU among the governmental entity, the library's administrative board and the nonprofit entity may be appropriate. The MOU is a written and signed agreement that sets forth the principles and guidelines under which the parties agree to meet their goals. The MOU should be drafted by the library director and a board member or staff member of the library foundation with the assistance of an attorney. If the library has an active Friends group that will continue to act as its fundraising vehicle in some manner, a MOU between the library and the Friends can be developed in the same manner. If the library has multiple Friends group, a master MOU should be developed and signed by the president of each group.

The MOU should cover, at minimum, the following areas (examples, in italics, follow each area):

- Names of the parties to the agreement.
 - *The Sunset Rays County Library Board and the Library Foundation of the Sunset Rays County Public Library.*
- Purpose of the Library Foundation.
 - *The solicitation of private contributions to support enhanced collections, improve services and assist in capital improvements for the Sunset Rays County Public Library. These private funds are not intended to replace the Sunset Rays County government's ongoing responsibilities for the continued operation of the Sunset Rays County Public Library.*
- Purpose of the MOU.
 - *To put forward, in writing, the respective roles, responsibilities and fiscal relationship between the Sunset Rays County Public Library and the Library Foundation of Sunset Rays County.*
- The roles and responsibilities of the parties.
 - *The Foundation is authorized to raise funds to further its mission and purpose as set forth in this agreement. The Library will provide the Foundation with a list of its funding needs and priorities on at least an annual basis. The Board of Directors of*

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the Foundation shall take these needs and priorities into account when raising funds and determining the use of the Foundation's assets.

- An understanding of the respective roles, responsibilities and financial relationships between the Library and the Foundation.
 - *The Foundation will recognize all donors consistent with the policies agreed to by the Library's Board of Trustees.*
 - *The Foundation will make all hiring, retention and compensation decisions with regards to its employees. The Foundation's employees are not employees of the Sunset Rays County Public Library.*
 - *The Library will provide office space to the Foundation rent-free and will provide an accounting of its in-kind financial support to the Foundation on an annual basis.*
 - *The Foundation will pay for its own photocopying, telephone, and office supplies.*
 - *The Foundation will provide an annual audited financial statement to the Library Director and the Library's Board of Trustees.*
- Term of MOU.
 - *The term of the MOU shall be for ten years commencing January 1, 2011.*

Additional areas to be covered may include:

- Indemnification
- Intellectual Property Rights
- Disposition of Assets Upon Liquidation

The Jacksonville Public Library is currently developing a Memorandum of Understanding between its board of trustees and the Jacksonville Public Library Foundation. Among the items to be included in the MOU are a description of the relationship between the Jacksonville Public Library Foundation, the Jacksonville Public Library, and the Library's governance; the Foundation's responsibilities in terms of fundraising and asset management; and the mutual responsibilities of the Library and Foundation in terms of meeting together, acting in partnership and exchanging information. Because the MOU is in draft form and has not been finalized and adopted, it is not included in this resource guide.

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6. THE LIBRARY FOUNDATION'S BOARD OF DIRECTORS

"The Board has to understand that they have a role and what that role is in fundraising. And they have to be donors themselves at a significant (for them) level."

Robert Melanson, Director, Winter Park Public Library.

The board of directors of the library foundation is the governing body of the organization. It is, perhaps, one of the most critically important assets that the library foundation has. The foundation's board of directors has several key responsibilities. These include:

- Setting organizational policy and direction.
- Hiring and evaluating key library foundation staff (if and when the foundation employs staff).
- Determining library foundation priorities.
- Overseeing library foundation finances, including budgets, campaigns and investments.
- Raising funds.
- Donating funds.

Building a library foundation board of directors must be done with good judgment, care and foresight. It is not enough to just put together a list of names of prominent individuals who are involved in many aspects of community life and send them a letter asking them to participate, hoping at least a few will agree. If the library foundation is to be a serious, competitive organization with the determination and wherewithal to achieve its goals, it must have a board of directors who is equally serious, committed to the goals of the organization, and most especially, believes in the library and its mission.

There is much work to be done before the first solicitation of prospective board members. The incorporators or founders of the library foundation - those who have been working on creating this new entity - should consult or meet with library staff and representatives of the library's administrative board and/or governmental entity to identify people who might be approached to participate. Prior to drawing up such a list, a short description of the proposed library foundation should be drafted, as well as a description of the obligations and expectations of board members. A sample follows.

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FOUNDATION OF THE SUNSET RAYS PUBLIC LIBRARY GOALS AND BOARD RESPONSIBILITIES

The Sunset Rays Public Library, in order to contribute to an informed and educated populace, is committed to serving Sunset Rays County and its more than 70,000 residents with the latest in library services and new technologies. To succeed in its efforts, the new Foundation of the Sunset Rays Public Library is being formed to raise funds from the private sector to help provide innovative services and collections. The Foundation of the Sunset Rays Public Library is in the process of incorporating and developing a Board of Directors who will lead and oversee the new Foundation. The responsibilities of the board of directors will include:

- *Serving as the policy-making arm of the Foundation.*
- *Overseeing the management and finances of the Foundation.*
- *Participating in the fundraising efforts of the Foundation.*
- *Setting priorities for the Foundation.*

Each member of the Board of Directors of the Foundation of the Sunset Rays Public Library is expected to:

- *Attend four meetings of the board of directors annually.*
 - *Participate, as a member, in at least one committee of the Foundation.*
 - *Assist in raising funds by making personal contacts, writing letters and/or making phone contacts.*
 - *Contribute to the Foundation at a level of at least \$1,000 per year (given personally or solicited from other sources).*
-

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It is always best to solicit potential board members through personal contact. That is, someone who knows Mr. CEO should visit him and lay out the need and the case for the library foundation and ask for Mr. CEO's assistance and participation. As the foundation's board of directors is being developed, draft lists of people who would be great assets to the foundation, people who are influential in the community and people who have competencies that are needed on the board. Remember that involving people who are enthusiastic and eager to participate is more important than getting a big name who won't attend meetings or contribute. The competencies needed on the board of directors will vary from one community to another. If, for example, there is an active and important industrial or commercial sector in your community, such as real estate development or hospitality, make sure to try to involve someone prominent and key in that industry. If possible, the library director should accompany the person who has made the initial contact to the meeting with prospective foundation board members. The library director's role is to answer questions about the library, its finances and services and its vision for the future.

After the initial list is drawn up and appointments are made, it is critical to keep a record of what has occurred. This record should include:

- The person who approached the prospect and date of approach.
- Notes from that meeting or call.
- Questions that need to be answered.
- Follow-up needed.
- Final determination.

"The governing board of the foundation must have a good and fair mix of board members and not be dominated by elected officials, community group leaders with their own priorities, and even library support groups. There must be a clear understanding of what the library needs, and fundraising efforts and contacts must be coordinated with and through the library administration."

Robert Cannon, Director, Broward County Libraries Division.

Developing the board of directors is not an overnight task. It is best to be deliberate and take the time necessary to do the job right. A small group of dedicated board members is better than a larger group who don't take the job seriously. In addition, extremely large boards tend to be problematic to manage, both in the time it can take for a large number of people to interact outside of meetings as well as within the decision-making apparatus of a board meeting. That is not to say there are not communities and libraries where big boards can work. However, between 15 and 30 individuals is optimal. In Florida libraries, the size of the boards of library foundations varies from eight to thirty individuals.

Use all your community and professional contacts in developing the board. Ask the library's advisory board members, Friends, elected officials, community leaders, and other nonprofit executives for their recommendations. Most of all, find the people with the right fit. They should believe in the library and believe in the potential of the library foundation to make a difference and they should want to be involved not merely as names on a letterhead.

A suggested "Board of Directors Competency" chart as well as a sample "Foundation Board Member Contact Sheet" follow. The competency chart should be tailored to fit local needs.

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LIBRARY FOUNDATION – BOARD OF DIRECTORS COMPETENCIES NEEDED

This is suggested as a means of organizing the types of prospective candidates who should be approached for board membership in the library foundation. It should be customized to fit the locality in which the library foundation will operate. For example, if there is a strong hospitality and tourism industry, it is advisable to include a key player from that industry on the library foundation board of directors. Suggested names and their affiliations should be listed under "potential candidates" and the contact person who knows those persons best and is willing to call them to make an appointment should be listed in the "known by" column.

COMPETENCY	POTENTIAL CANDIDATES	KNOWN BY
LAW		
ACCOUNTING		
INVESTMENTS		
REAL ESTATE		
TECHNOLOGY		
BANKING		
LOCAL INDUSTRY		
HOSPITALITY/TOURISM		
PHILANTHROPY (LOCAL)		
OTHERS - DETAIL		

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**POTENTIAL LIBRARY FOUNDATION BOARD MEMBER
CONTACT SHEET**

What follows is suggested as a prototype contact sheet that can be used to gather information about prospective library foundation board members. The information on the sheet, in italics, is an example of the kinds of information that may be included.

NAME: *Jorge Machado*
POSITION: *CEO, Sunset Rays National Bank*
ADDRESS/PHONE: *5 Visto Way, Sunset Rays*
EMAIL: *JM@SRNB.com*
FAMILY: *Diana Machado, wife (physician)*
2 children in high school
BACKGROUND: *B.A., Florida State University*
M.B.A., University of Miami

INVOLVEMENT IN COMMUNITY ORGANIZATIONS:

Board of Directors, Girls and Boys Club
Board of Directors, United Way of Sunset Rays

PERSON WHO MADE CONTACT: *Jerilynn Reardon, Library Administrative Board member.*
June 8, 2010.

NATURE OF CONTACT: *Lunch meeting*

NOTES FROM MEETING: *Ms. Reardon reported that Mr. Machado is very supportive of the library and uses it with his family on a regular basis. He wants more information about the library's plans for the future and what it hopes to achieve through fundraising.*

FOLLOW-UP NEEDED: *Have the Library Director meet with Mr. Machado to answer his questions about the library and its plans. He expects a call from the Director in the next few days.*

DISPOSITION: *Follow up meeting between Mr. Machado and the Library Director with a call from Ms. Reardon who will ask him to join the Library Foundation Board.*

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7. LIBRARY FOUNDATION ORGANIZATIONAL ISSUES

How a library foundation is organized and how it operates are, of course, important issues. These issues, some of which are covered in other sections of the resource guide and a number of which will be covered below, include but are not limited to:

- Developing the mission statement, articles of incorporation and bylaws.
- Putting together the initial board of directors.
- Filing the necessary legal documents – state and federal - with the aid of an attorney.
- Understanding and supporting the library's fundraising goals and objectives.
- Creating a case statement for fundraising purposes.
- Securing startup funding, if necessary.
- Working closely with the library and library director on items such as staff support, office space, supplies, technology needed, communications, etc.
- Hiring staff, if appropriate.
- Determining the type(s) of fundraising efforts necessary and resources needed for each type.
- Investigating, and if appropriate, selecting an investment advisor or establishing a fund in a community foundation.
- Keeping scrupulous financial records and selecting an auditor for an annual financial audit.
- Keeping abreast of all laws and requirements for nonprofit organizations in Florida and adhering to these.
- Working to establish a mutually beneficial and complementary relationship with the Friends of the Library group, if one exists.

All of the items on the above list do not have to be done when a new library foundation is first initiated. Many of them can be dealt with as the new foundation grows and prospers. It is the basics – who is going to do what, for what purposes and what will it cost – that need immediate attention.

Startup Funding

There are costs associated with incorporating a library foundation. These costs can include:

- State and Federal government filing fees.
- The services of an attorney, if one is not enlisted to do the work in a pro bono capacity.
- Legal and accounting advice for the operation of the foundation.
- Office supplies, stationery, computers and fundraising software.
- Consultants, if needed, on fundraising strategy, case statement development and campaigns.
- Donor cultivation (lunches and dinners).
- Marketing and public relations campaign.
- Salaries and benefits for staff for the foundation.
- If desired, the cost of establishing a fund in the local community foundation.

These costs can be kept to a minimum if services are donated, the library provides space for an office with related office supplies, phone and computers, and no staff is hired at the start.

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It is unwise to make a ball park guess at what these costs might be. They depend on the local area's fee structure and market for professional services (accounting, law, investments, public relations, etc.) and the current local salary structure for development personnel. The foundation may also be able to attract and receive donated services and materials. It is safe to say, however, that there is a cost involved of several thousand dollars, at a minimum.

A solution to the need for startup funding is to find a generous donor, individual or foundation, who is willing to fund the first year (or maybe two) of operations for a new library foundation. This could be positioned as a capacity-building opportunity, donating funds to help establish the long-term success of private funding for the library. If you can create a compelling case for establishing a library foundation, donors and prospective board members will be more likely to become involved.

Creating the Case Statement

The case statement is the articulation of the vision of a fundraising campaign and the explanation of why an organization needs and deserves philanthropic support. It should be clear, concise and convey a sense of excitement, possibility, and immediacy. It should incorporate, in one or two pages:

- A brief description of the library.
- A brief description of the library foundation.
- What makes the library distinctive and unique.
- What needs to be achieved.
- How the fundraising campaign will help the library achieve its goals.
- How the donor can participate and why the donor should give to this effort.

The case statement is both an internal and external document. Externally, its audience is library supporters, current and potential donors, and government officials, where appropriate. Internally, the case statement can be a rallying point for staff, board members, friends and volunteers.

The opening paragraph and goal section of a case statement for the fictional Sunset Rays Library follow (in italics):

The Sunset Rays Library has a long history of providing exceptional library service to the 85,000 people living in Sunset Rays County. Established in 1931, the Sunset Rays Library is an historic building that is a center for learning and education. With its mission of providing free and open access to lifelong learning, culture and educational support, the Sunset Rays Library touches the lives of all the residents of the County; 95% of these residents have a library card and use the library on a regular basis.

The Sunset Rays Library Foundation is being incorporated as a tax-exempt nonprofit organization to assist and support the Sunset Rays Library in reaching its goals. It will supplement but not replace the Sunset Rays Library's public funding. The Sunset Rays Library Foundation will work to raise funds for these two critical programs and, in the future, other programs, services, capital projects and operations that are the priority of the Sunset Rays Library.

The Sunset Rays Library has set two important goals that the Sunset Rays Library Foundation will help it achieve:

- *Establishing an Early Childhood Literacy Center for preschool age children and their parents. This early childhood literacy center will hold workshops for children and their parents and caregivers, build a special targeted collection, integrate age-appropriate technology and focus on the importance of reading as the basis for a good education. (Cost - \$45,000)*

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- *Creating a homework help center for middle school and high school students. This center will contain print, media and electronic information for young people that complements the materials available at middle and high school libraries. A tutoring program led by volunteers will occur on weekday afternoons and Saturday morning. The online tutoring service "Homework at the Library" will also be available to all students from the library. (Cost - \$70,000)*

In preparing for fundraising, the case statement is very important. Taking the time to review the library's needs and plans and set down a case for support helps clarify and focus the fundraising process. And, for a new library foundation, a case statement provides a clear understanding of why the individuals involved are raising money and providing financial support.

Types of Fundraising Campaigns

There are a number of types of fundraising campaigns that a new or growing library foundation may undertake. While it is not recommended to undertake multiple kinds of campaigns at first, the library foundation can certainly build on its successes and add to its mix of fundraising efforts as the foundation matures, staff is added and support grows.

Florida library foundations use various methods and types of campaigns to raise money. The most frequently used campaign is an annual membership in the foundation, followed by special events such as author dinners.

How Florida Library Foundations Raise Funds

A brief overview of the major types of fundraising campaigns includes:

- **Capital Campaign** - a major, time-limited effort to meet a specific financial goal for a special project such as a building, development of new technology infrastructure, or furnishings and equipment.
- **Annual Fund** - the fund drive to solicit contributions on an annual basis. This may also be utilized as an annual membership drive with donors becoming members of the library foundation at a variety of funding levels with related benefits for each level.
- **Direct Mail** - solicitation of new and renewal donors through a mail campaign and, recently, through email solicitation. This could be a part of an annual fund drive and/or also utilized for special, targeted fundraising efforts, i.e. new materials for children, a teen center, etc.
- **Special Events** - funds raised through attendance (ticket sales) for author dinners, auctions, etc. These events usually entail a great deal of work to plan, oversee and sell tickets.
- **Planned Giving** - raising funds through bequests and estate planning in the form of charitable annuities, insurance, etc. Engage an expert in this field to assist the foundation as it considers establishing a planned giving program.
- **Endowments** - funds that are donated to the institution are invested rather than spent outright. A portion of the income produced by those investments provides ongoing and long-term support.

In general, most library foundations begin their efforts through annual fund drives with related membership categories. Some establish endowments right from the start to build a longer term funding base while others prefer to develop funding to meet the immediate needs of the library. Determining the right type(s) of campaigns for each library will be a function of the library's leadership in partnership with the leadership of the library foundation.

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8. THE ROLE OF THE LIBRARY DIRECTOR

"The Board of a Foundation may head that individual group into different directions from what the public library needs. Also, Foundation fundraising and grant writing may inhibit the library from seeking local grants and local funds."

A Florida Library Director

In all aspects of the development and continued success of library foundations, the most important role is that of the library director. The library director should be the nexus of information, sharing with the library foundation's board of directors and potential donors ideas, concerns, financial and budgetary information, political sensitivities and, most critically, a vision for the future. After all, it is the library director who knows the most about the library, its challenges and its hopes for the future; and, who will ultimately be responsible for partnering in fundraising and ensuring that funds raised by the library foundation are spent in accordance with donors' wishes.

The library director should be a full voting member of the library foundation's board of directors and attend all meetings of that board and its committees in order to help shape the agenda for the foundation and actively participate in the solicitation and oversight of gifts to the foundation. In some cases in Florida, the library director is an ex-officio or non-voting member of the foundation's board. In only one case did the survey of Florida libraries with library foundations indicate that the library director was not a member of the board at all.

The library director is ultimately responsible for seeing that the library foundation's board of directors clearly understands the library's needs for private support, the library's mission and goals and objectives, its priorities for funding, and its capacity to accomplish the projects for which money is solicited and donated.

Half of Florida's library foundations have their own dedicated staff. For the other half, the library staff, primarily the library director or a staff development director, organizes the fundraising efforts. If the library foundation does have its own staff, it is essential that the foundation's chief executive and the library director work together in a close, open and collegial relationship. The library director and the foundation's chief staff person must share information on the goals and progress of fundraising. They must have a mutually respectful relationship and a clear understanding about their respective roles and responsibilities. Without this, the fundraising efforts by the library foundation on behalf of the library may be doomed to failure. The foundation does not run the library and should not create programs and services that the library is not willing or not able to provide. Significant problems can arise when a library foundation goes off on its own, with its own agenda, and the library no longer is the focus of its efforts.

The library director should be involved, from the very beginning, in setting up a library foundation and in its ongoing operations by:

- Working closely with the leaders in the community who are charged with creating the foundation.
- Helping to identify key prospects for the foundation's board of directors.
- Meeting with the key prospects to inform them about the library and its goals and needs.
- Assisting in crafting the library foundation's mission statement, and contributing ideas to and reviewing the drafts of the articles of incorporation and foundation bylaws.
- Assisting in the drafting of a memorandum of understanding between the foundation and the library.
- Identifying the library's needs and priorities for funding.

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- Attending meetings of the foundation's board of directors and providing information on the library, its programs, finances and challenges.
- Providing an orientation to the library for foundation board members.
- Meeting with prospective donors.
- Working with the foundation leaders to develop a donor recognition program.
- Updating the library's advisory board on foundation projects, progress and issues.
- Keeping local elected officials informed about foundation activities and successes.
- Regularly communicating with foundation staff on all aspects of the foundation's programs and the library's ongoing activities.
- Acting as a spokesperson for the library and the foundation's efforts on its behalf.
- Attending foundation events, press opportunities, etc.

The Executive Director of the Library Foundation

If the library foundation chooses to hire an executive director to oversee its operations and fundraising efforts, it will be critical to detail the roles and responsibilities of that position and the ways that it relates to the library and its director so that misunderstandings do not occur.

It is also important to note that the executive director of a library foundation does not manage the library or plan its programs. In fact, the executive director of a foundation cannot and should not speak for the library. Rather, the executive director and the library foundation are there to be supportive in raising funds and awareness to help the library succeed in its mission and goals.

In general, a library foundation executive director will report to the foundation's board of directors and have responsibility for:

- Overall management of the library foundation.
- Supervision of all library foundation staff.
- Financial accountability for the foundation.
- Fundraising, including donor research, donor cultivation, and donor recognition.
- Understanding the library and its needs.
- Working closely with the library director to develop plans and strategies for fundraising programs and projects.
- Communicating to the library director about foundation issues, challenges, and plans for the future.
- Working with the foundation board of directors and library director to identify prospective board members and donor prospects.

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9. RAISING MONEY

"If you don't ask, you won't get."

Robert Melanson, Director, Winter Park Public Library

Fundraising for public libraries is nothing new. In fact, America's oldest public libraries were privately funded institutions which over the years became increasingly funded by public funds. But it is only in the past few decades that public libraries have begun to actively and, in some cases, aggressively seek to supplement local funds with private fundraising from generous individuals, corporations and nonprofit foundations. Florida's public libraries have followed this trend. In Fiscal Year 2007-2008, Florida's friends and foundations spent \$6,359,257 on public libraries. This was one percent of the total of \$573,889,575 spent on public libraries in Florida for that period.

Library managers are well acquainted with the annual struggle to fund a successful and innovative library. The recent economic downturn has had a major impact on public libraries in Florida and beyond as budgets have been cut, library hours have been scaled back and allocations for library collections and services have been decimated.

Philanthropic giving, the willing and voluntary giving of gifts, i.e. money or services, to a nonprofit organization by an individual, a group, a corporation or a private foundation, is the target of fundraising. In the United States, philanthropic giving supports many causes, including education, social services, health, arts, culture, and libraries.

Almost all public libraries in Florida are governmental entities administered by public employees. While library leaders may be skilled in interacting with their local governmental entities to make the case for public funding, in the world of philanthropy and private donors, libraries are competing with many worthy, privately-funded nonprofit organizations and institutions, most of which are experienced players in the fundraising arena.

Making the Case for Fundraising

The public often has the perception that libraries get all the resources they need from governmental sources. Potential donors may also have such an assumption. Therefore, as the library begins to contemplate fundraising and, perhaps, establishing or energizing an existing library foundation, the image and the significance of the library in the community has to be illuminated.

A public library is an outstanding example of what a community can do with a relatively small allocation of public funds. As such, it is well positioned to speak to its role of providing services to benefit every resident. A public library with a long history of public funding may now also require private funds to assist it in initiating new services, expanding collections, building or renovating facilities and upgrading and adopting new technology. It will be necessary to make the case to prospective donors that, while the majority of the public library's financial resources come from the public sector, private funding sources are an important resource for the library's continued well-being as it serves the community.

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Is Fundraising Right For Your Library?

In financially challenging times, libraries are often faced with a dilemma – find an alternative source of revenue or cut the budget. Frequently, governmental officials, library board members, and well-meaning individuals suggest or even require that the library begin to raise money immediately. But, fundraising is not a fix for financial emergencies. While there have been campaigns designed to save an institution in dire straits, such efforts cannot be the basis of a sound long-range development (fundraising) plan.

Fundraising takes time, careful planning, adequate resources, skilled staff and/or volunteers and money. In order to raise money, you have to spend money – on donor cultivation, tracking and research tools, marketing materials, consultants and legal fees, if necessary, etc. Even if volunteers lead the fundraising effort, the library staff, usually at the management level, will have to devote time to work with the volunteers, prepare information, do research, account for the gifts, and spend the funds raised in accordance with the donors' wishes.

The library must be prepared to deal with the concerns of its staff and others as it embarks upon a new way to provide financial resources for its operations. Internal concerns can range from "Why should we?" to "We don't know how!" to "We're too busy." What is essential is knowing the library's priorities and then making sure that the fundraising follows the intent of these priorities.

Fundraising must be undertaken in a carefully planned manner because it is part of the financial equation for the library. That is, private funds will become part of the library's revenue mix. It should be done in concert with the strategic directions of the library and be used to fulfill the library's goals and objectives. While it is possible that a generous donor may offer to fund something special for the library that has not been on the library's planning horizon, in most cases the library's plans for the future are the same plans that should be on the library's list of funding priorities.

The library director should address the following questions as a fundraising effort and/or the establishment of a library foundation is contemplated:

- Will it be possible to talk frankly with the elected officials in the library's jurisdiction regarding the impact of private funding on public funding?
- Can the library leaders reach agreement with public officials that private funding should complement but not replace public funding?
- Can staff, as well as public officials, recognize the benefit of supplementing public funding to create new programs, enhance services, improve facilities, etc.?
- Can library leaders identify and contact potential private sector partners and donors to inform them of the library's plans?

Asking For Money

Before philanthropy can take place, in most cases, a person has to be asked for a gift. And asking is often the most difficult action a person new to fundraising must take. Ultimately, fundraising is only asking for a gift. Like public speaking, asking for money is something many people fear. They feel inadequate or unprepared and, of course, they fear rejection. The entire art and science of fundraising focuses on preparing to ask. This includes preparing the case for fundraising, doing the necessary research on prospective donors, finding and preparing the right person to make the request, making sure the request is for the correct amount, and, finally, thanking and recognizing the donor for the gift.

Florida libraries reporting the existence of a library foundation raised money for capital improvements, collections, technology, and service enhancements. Funding raised annually by the individual libraries varied widely from \$2,300 to \$400,000, with most libraries reporting raising less than \$50,000 annually.

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10. FRIENDS OF THE LIBRARY GROUPS AND LIBRARY FOUNDATIONS

"Friends of the San Francisco Public Library is dedicated to bringing libraries to life. Friends works in a variety of ways to support SFPL and encourage literacy. As a foundation, Friends provides grants to the Library that respond to a wide range of community needs, and supports and produces programming that enriches the lives of people all across San Francisco."

Friends of the San Francisco Public Library

As libraries consider whether or not to establish library foundations, they should first look closely at the groups which have assisted them in raising external support over the years. Many libraries, and almost all public libraries in Florida, have Friends of the Library groups. Assessing the role of these groups, their fundraising capacity and history, and their ability to meet the private funding needs of the libraries they support is critical. This section of the resource guide will look at the role of the Friends of the Library group, its capacity to take on a more significant role, and its potential relationship with a library foundation.

Historically when public library supporters have wanted to join in a formal, local effort to help libraries thrive, they have become members of Friends groups. Predating library foundations, Friends groups have been doing advocacy and fundraising for many years. Until fairly recently they were often the sole source of private funding for their local libraries or branches.

Friends of the Library groups often have two primary purposes - friend raising and fundraising. Friend raising, creating an awareness of the library and its needs, usually is the impetus for the formation of a Friends of the Library group. Over the years, in rural towns, suburban areas and large urban centers, small groups of people came together to help the library in some way - volunteering their time and experience to help the library become better known, better supported, and better funded. Often these groups were offshoots of the original creators of their towns' public libraries. The power of a few people getting together with a common purpose is impressive; many Friends of the Library groups have had a long and distinguished history of active support of their libraries.

When friends and volunteers turn into Friends, an official organization working for and on behalf of the library, the official Friends needs to be in tune with the library's needs, plans and ambitions for the future. Friends of the Library groups should not operate in a vacuum. They need to be involved and included in the library's plans, made aware of operational and capital needs, and become familiar with the issues that the library is facing in the political arena. The library's goals and the Friends' goals need to be aligned. Friend raising - making friends who will help the library - is just as important as fundraising. In fact, by making more friends for the library, fundraising becomes easier. But if the library and the Friends are at cross-purposes the results can be unfortunate.

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FRIENDS — READY TO FUND RAISE, OR NOT?

Assessing whether your library's Friends group is ready to fundraise or not can be a complex task.

Friends groups come in all sizes, with varied histories, experience with, and understandings of fundraising. Some groups have been extremely successful in raising funds for the library from the general community. Others have focused on one type of fundraising, such as used book sales, and have a significant history of raising money through these annual events. Still other groups have good intentions but no real expertise or experience. And, in a few rare cases, there are Friends groups who have their own agendas, driven by personalities instead of the library's own mission and plans. These want simply to do whatever they choose with or without the library's blessing.

If your library has a Friends group and you choose to use this group as your vehicle for fundraising from the private sector, you should first do a general assessment of that group's capacity to fundraise. The following sample questionnaire may be helpful in determining fundraising capacity for your library's Friends group. You can use all or some of the questions as appropriate.

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Friends Assessment Sheet

1. Does the Friends group have Internal Revenue Service nonprofit status (501c3), has it applied for this status, or it is willing to apply for this status?

_____ Yes

_____ No (Reasons)

2. Does the Friends group have experience in raising funds for the library?

_____ Yes

If Yes, How much does the group raise on an annual basis?

For what purposes?

_____ No

If No, What has the group done on behalf of the library?

3. What is the history of the Friends group? How long has it been in existence? How many members does it have? What has been its primary purpose?

4. Who is in the board of directors of the group? How are they selected? Are there board members who have the capacity to raise funds for the library?

5. What is the nature of the relationship between the Friends and the library?

Library Director?

Library Advisory Board?

Is there open communication and consultation or is work and planning done in a vacuum?

6. What is the financial condition of the Friends? Is there an annual budget and set fundraising targets? Does the Friends have financial assets and, if so, how are they managed and accounted for?

7. Does the Friends group have paid or volunteer staff?

Office space?

Communication tools such as a newsletter?

8. Who makes decisions about fundraising goals of the Friends?

9. Is the Friends group committed to the library and its goals and objectives? Will it work closely in partnership with the library to raise funds to fulfill these goals and objectives?

It is important to remember that simply checking off a yes or no on an assessment sheet is only one step in determining whether the Friends group is the most appropriate partner for library fundraising. You must also consider the talents or limitations of group members and where your library is in terms of fundraising. If it has experience raising funds from the private sector, how was this done and who helped? Even a willing and eager Friends group with limited or no private sector fundraising experience might need to proceed cautiously until the group has acquired greater expertise.

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As you complete your assessment, think beyond the current situation and look at what is possible with an inexperienced but extremely willing Friends group. If you have the time and energy to work with this group, they can be developed and their fundraising capacity enhanced and strengthened. If the Friends are your only alternative at this time, doing the work to build their capacity is part of the fundraising task ahead.

FRIENDS AS COMMUNITY ASSETS

Friends of the library are often passionate believers in what the library is trying to accomplish and have worked long and hard as advocates, formally and informally, on the library's behalf. Friend making is often the best first step in fundraising. The close ties that many individual members of the Friends of the Library groups have in the community are often their most valuable assets.

So, what can Friends do? They can serve as ambassadors to the community, communicating the library's message to their personal contacts and to organizations with which they are involved. They can be advocates and effectively reach out to elected and appointed officials at budget time and throughout the year. They can volunteer in a variety of capacities, always in keeping with the library's policy on volunteerism. They can raise funds – from book sales to large-scale capital campaigns.

But Friends cannot and should not operate in a vacuum. That is, they must work closely with the library and its Director or designated staff to determine:

- What is the best role for the Friends?
- How can they serve as the most effective assets for the library?
- How can the roles and relationships be made clear and specific?
- Who establishes fundraising needs and goals?

Resources for Friends groups may be found through the Association of Library Trustees, Advocates, Friends, and Foundations (<http://www.ala.org/ala/mgrps/divs/altaff/>). ALTAFF is a national network of enthusiastic library supporters who believe in the importance of libraries as the social and intellectual centers of communities and campuses. Their website includes a number of "Friends and Foundations Fact Sheets" which provide helpful information on issues including starting a Friends group, getting and keeping members, and revitalizing your Friends.

PARTNERSHIPS BETWEEN A FOUNDATION AND THE FRIENDS

The benefits of a partnership between the library and the Friends may seem obvious. There are, however, situations in which the partnership becomes tenuous. When the library and Friends do not agree on any of a number of issues – from fundraising goals to programs to expenditure of funds – a volatile and unpleasant situation may develop. This may become even more complicated if a third party is introduced into the mix – the Library Foundation.

As some public libraries move into more aggressive fundraising, they find that they need a more professional and expert organization in order to be successful. They may outgrow the Friends' capacity and/or willingness to raise significant funding, or they may feel the need to enhance the Friends' work by hiring a director of development. Whatever the reasons, the library needs to tread sensitively as it prepares to follow a new fundraising route. Unless there is an open and agreed-upon strategy in which all the partners have distinct and clear roles and responsibilities, rivalries, jealousies, fiefdoms, bitter feelings – the stuff of soap operas – can cause more damage than good.

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If the decision is made to establish a library foundation to do the major fundraising on behalf of the library, be sure to let the Friends know first and explain the reasons for doing this. How this decision will impact the Friends and their responsibilities will certainly need to be made clear. Consider the following:

- What are the Library's goals and objectives and what are its fundraising needs now and over the next five to 10 years?
- How are funds raised currently and is it done effectively?
- What has been the role of the Friends in fundraising and has it been successful?
- What is the relationship between the library and the Friends and is it satisfactory?
- Do the Friends have the capacity and the willingness to do the necessary fundraising now and in the future?
- Is there the opportunity to establish an effective library foundation?
- What will the roles and the relationships be between and among the three organizations: library, Foundation, and Friends?
- How can each of the partners enhance the other partners' missions and goals?

FRIENDS OR FOUNDATION

There is no single answer to the question: "Which fundraising model works best for my library." Local factors should drive and determine which model to use. Libraries have used a variety of models to pursue private funding. The most common include:

- Friends of the Library groups (with and without paid staff)
- Director of Development position (internal to library, usually reporting to Library Director)
- Library Foundation (separate from library and with or without paid staff)
- Library Foundation (separate from library and with library staff serving as de facto foundation staff)
- Creating or merging the Friends and the Foundation as one organization. Several libraries have done this successfully, most notably the San Francisco Public Library which merged their Friends and Foundation in 1999. (www.friendssfpl.org)

In order to determine what the best fit is for your library, look at your resources, look at your needs, look at the potential and ask the questions:

- What meets the needs of the library and the community?
- What resources can be applied to accomplish our goals and objectives? What is already in place and is it appropriate?
- What needs to be accomplished and how will this be done?

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11. THE COMMUNITY FOUNDATION

*"Florida's community foundations connect people who care with causes that matter to make a difference in their communities."
Community Foundations of Florida*

In Florida and beyond, some public libraries have chosen to use their local community foundations as either an alternative to setting up a library foundation or as an adjunct to the library foundation, a place to place and invest their funds and to manage operations.

Community foundations are tax-exempt charitable organizations created by communities for the communities they serve. There are more than 650 community foundation in the United States and a significant number in the State of Florida.

There are a number of Florida public libraries that have their funds at their local community foundation. They have established a "designated fund" which supports the work of the library or other specific nonprofit organization such as a Friends group and/or library foundation and/or an "endowment fund" which builds capital and supports long-term sustainability. Twenty percent of those Florida's public libraries responding to a recent survey report that they have established funds in a local community foundation. The funds were established to provide support for collections, capital improvements and general operations.

By creating a fund in a community foundation, the library entity has the benefits of the community foundation's experienced staff, pooled investment opportunities and planned giving expertise, investment management and administrative management services. And, many donors feel secure in knowing local, skilled advisors will manage their gifts for the library professionally.

There are fees attached to setting up a fund in a community foundation. These fees vary from locality to locality and are dependent upon the amount of investments in the fund and the various services that the client, e.g. the library, chooses to utilize.

Community Foundations of Florida is an organization that represents more than 20 community foundations in the State of Florida. Its website (www.communityfoundationsfl.org) includes a map that is easily searchable to find the local community foundation in Florida's local communities. This organization is part of the Florida Philanthropic Network, statewide associations of grant makers dedicated "to build a better Florida."

The Florida Philanthropic Network's website (www.fpnetwork.org) contains a wealth of information on philanthropy in Florida, laws and legal issues, educational resources and webinars and breaking news alerts about philanthropic issues.

Working through a local community foundation may be the most straightforward way to start a more intensive fund raising effort. Because they are already established, have skilled staff, have the respect of community leaders and donors, and have a presence in the community, establishing a fund in a community foundation is often an excellent and expeditious way to build a fund raising program. This does not mean, however, that the entity doing the fund raising – the library, the Friends, the library foundation – can forego having a dedicated and hard working board, the library director's involvement and leadership, and a well-planned and carefully thought out fund raising strategy and methodology.

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

12. ONLINE RESOURCES

There are a number of online resources available that are helpful to those interested in Florida's libraries, library foundations and fund raising. This list is by no means exhaustive. Rather, it is contains some key links to the subjects discussed in the resource guide as well as a list of websites for most public libraries in Florida that have library foundations.

State Library and Archives of Florida
<http://dlis.dos.state.fl.us>

Florida Library Association
<http://www.flalib.org>

Florida Department of State, Division of Corporations
<http://www.dos.state.fl.us>

Internal Revenue Service
<http://www.irs.gov/charities>

The Foundation Center
<http://foundationcenter.org>

ALTAFF (The Association of Library Trustees, Advocates, Friends, and Foundations)
<http://www.ala.org/ala/mgrps/divs/altaff>

Community Foundations of Florida
<http://www.communityfoundationsfl.org>

Florida Philanthropic Network
<http://www.fpnetwork.org>

Florida Library Foundation Web Sites

Alachua County Library District Foundation
<http://www.acldfound.org>

Boca Raton Public Library Foundation
<http://bocalibrary.org/foundation.htm>

Brevard Library Foundation
<http://brevardlibraryfoundation.org>

Broward Public Library Foundation
<http://www.bplfoundation.org>

Jacksonville Public Libraries Foundation
<http://www.jpl.coj.net/lib/foundation.html>

Lantana Public Library Foundation
<http://www.lantana.org>

Library Foundation of Martin County
<http://www.libraryfoundationmc.org>

Miami-Dade Public Library System Foundation
<http://www.mdplf.org>

Clearwater Library Foundation
<http://www.clearwater-fl.com/cpl/support/foundation>

PUBLIC LIBRARY FOUNDATIONS RESOURCES FOR FLORIDA'S PUBLIC LIBRARIES

Greater Largo Library Foundation
<http://www.greaterlargolibraryfoundation.org>

Tarpon Springs Public Library Foundation
<http://tarponspringslibrary.org/foundation.html>

West Palm Beach Public Library Foundation
<http://www.wpblibraryfound.org>

Winter Park Public Library (a nonprofit 501(c)(3) organization)
<http://www.wppl.org>

FEBRUARY 14, 2014

Library Foundations Raise Money for Libraries... Right? | Advocate's Corner

By Peter Pearson on March 15, 2013 (2013-03-15T11:00:13+00:00)

Everywhere you turn in the world of libraries these days, you hear people talking about the need for private fundraising. ALA conferences have multiple concurrent sessions on fundraising, articles dealing with fundraising in library publications abound, and listservs everywhere are dissecting the pros and cons of private fundraising.

Twenty-five years ago, no one in the library world talked about fundraising. Or if they did, it was in regard to the latest and greatest book sale by their Friends group. Now we have an entirely new type of organization that has developed in support of libraries: a library foundation. Foundations differ from Friends groups in two significant ways: they are typically staffed by fundraising professionals, and they attempt to raise large amounts of private funding from individuals, foundations, and corporations.

One would think that these organizations would be the answer to a library's financial woes, and would be greeted with open arms by library directors and trustees. And some of them are. But there are an equal number of library foundations which have had a rocky relationship with the library they are created to support.

So where is the disconnect? It may be in several areas. First is the reason for creating a library foundation. Private funding should always serve to enhance a publicly funded institution's programs and services. It is not meant to replace public funding. Yet the great interest in creating library foundations has arisen from the dramatic loss of public funding which many libraries have experienced in recent years. Creating a library foundation to replace public funding is misguided. The day-to-day operating needs of the library will always clash with the interests of private donors if this is the motivation for seeking out private funding for your library. If a huge loss in public funding is your primary concern, you may want to create a grassroots advocacy program before you create a library foundation. Getting citizens actively involved in lobbying for your library's operating budget (as opposed to the library staff and director attempting this) can produce remarkable results.

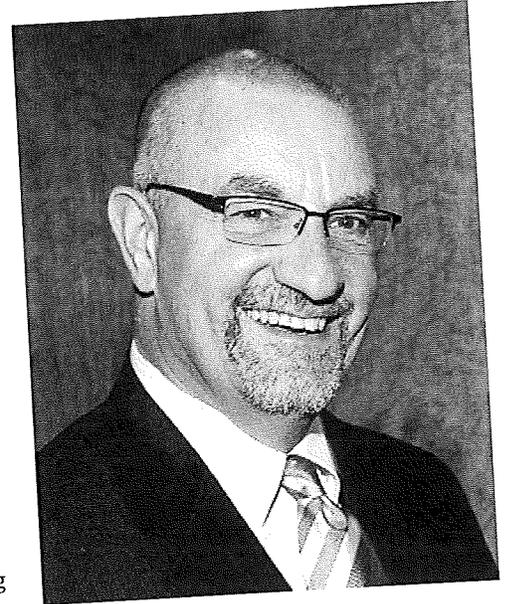
Even when a library foundation is created for the appropriate role of raising private money for enhancements, there can still be problems between a library and its foundation. I can't begin to tell you the number of times I have heard a library director say something to this effect: "We created a library foundation several years ago, but they don't seem to be raising any money for us." Is this really happening a lot? And, if so, why is that the case? There may be a number of things contributing to this sense of disconnection between libraries and their foundations.

One of the most difficult issues with which to deal may be a personality conflict. Let's face it, there are people who just don't get along because of stylistic differences. If these stylistic differences exist between the leadership of the foundation and the leadership of the library, it is unlikely that good communication will exist, resulting in the foundation not being responsive to the library's needs.

But even when good communication exists between the library and the foundation, it may be a number of years before the library reaps the fruits of the foundation's labor. Library foundations are usually staffed by fundraising professionals. Staff cost money. Before the foundation can provide support to the library, it needs to pay its own operating costs. Some professionals believe that it takes at least three years for a newly staffed organization to raise more than it pays in staffing costs. Most libraries that create foundations are looking for a quick return on their money, which may be unrealistic.

The other thing to remember is that a library foundation is its own organization, just like the library is. Organizations need care and feeding. They don't just operate in a vacuum. As a non-profit organization, the library's foundation needs to recruit and orient a continual stream of new board members; it needs to adhere to human resource policies for its staff; it needs to maintain donor information in a database; it needs to adhere to strict accounting policies; it needs to file annually with all local and state regulatory agencies for non-profits; it needs to have regular means of communicating with donors; it needs to have annual audits of its finances; and it needs to have up-to-date gift acceptance and investment policies. None of these activities, which are expected of all non-profit organizations, raises a penny for the library, and yet they are critically important to maintaining the kind of organization to which savvy donors will want to contribute. In short, it takes money to raise money.

What about the library foundation conducting activities which don't give the library a direct cash contribution? The three most common non-fundraising activities conducted by library foundations are: cultural programming, advocacy, and public awareness.



Peter Pearson

2/14/2014

What is the potential value of these activities to the library?

Library foundations that are involved in conducting adult cultural programs usually do so for a number of reasons. First, these programs can bring heightened public awareness of the foundation's fundraising efforts. A gathering of people at a program can provide an opportunity to mention a current fund drive that the foundation is conducting. The second reason to offer this kind of activity is to increase the number of people coming to the library. People may attend a program in the library who never enter a library for its print and electronic resources. Once there, they may decide to take advantage of some of the resources and programs they didn't know the library offered. Third, if the foundation has a program with a national literary figure, it can be a fundraiser in and of itself. And finally, (and this is not insignificant) programming gives foundation Board members something to "own." Most of their activities involve raising funds for programs which the library has determined are important for private support. Cultural programming may be an activity over which the foundation has more control, and through which it can feel its own sense of identity.

Political advocacy is an activity in which every library foundation should engage. It may wish to partner with the local Friends groups, or take this on as its own activity when Friends groups are reluctant to participate in grassroots advocacy activities. The thing about foundations that makes them the perfect group to conduct political advocacy is their board composition. Most foundations, if they are successful, have realized that they must recruit the most influential and well connected board members for effective fundraising. These board members are usually civic and business leaders in the community. These are the individuals to whom elected officials listen. If they carry the advocacy message for the library, the elected officials will listen far more closely to the funding requests these individuals make than they will to a plea from a library director. In addition, the foundation, which typically has financial assets at its disposal, can leverage an advocacy request with the promise of private matching dollars. Pairing fundraising with advocacy is a win/win.

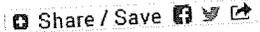
Are public awareness activities a worthwhile undertaking for a library foundation? Most library directors whom I know feel that libraries never have adequate budgets for marketing and communication and wish their library had a stronger visible presence in the community. Foundation board members will likely have access to marketing and communications professionals and organizations in the community. They may be influential in getting these organizations to work with the library, potentially offering pro bono services in these areas. The foundation may also have its own marketing and communications staff, who can work side by side with the library's marketing and communications staff to increase the library's visibility in the community. Increased visibility brings increased use, which eventually may bring an increase in public support. Good communications and marketing is also key to any successful fundraising effort.

So a case can be made for library foundations to conduct activities which don't bring direct financial support to the library. The issue is always one of balance. A library foundation that only conducts its own activities and never contributes financially to the library won't have the support of the library director and staff for long. Just as a library foundation which hopes to raise money for library programs and services, but spends too many years getting its house in order and just paying its own operating costs, will also not survive in the long run. An effective and smoothly functioning library foundation can be the best partner your library could imagine. It can be your link to all of the people of influence in the community, it can provide needed financial support for the enhancements you'd like to offer but can't with limited public funds, and it can be your conduit to the policy makers and decision makers who hold the key to public funds for your library. A library foundation is worth creating and it's worth creating well. Get the best big-picture thinkers involved at the start, be clear about the foundation's mission and activities, and build in constant communications between the library and the foundation. Five years from now you'll be wondering how you ever survived without it.

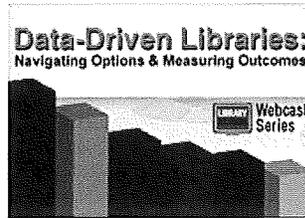
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Peter Pearson has been the President of The Friends of the Saint Paul Public Library for the past 21 years. This one organization serves as both a Friends group and a library foundation for the Saint Paul Public Library. Pearson is also the Lead Consultant for Library Strategies, a consulting group of The Friends which provides consulting services to libraries in the areas of fundraising, advocacy, and strategic planning.

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