

WOODLAND PUBLIC LIBRARY
Leake Room
250 First St.
Woodland, California
Wednesday, May 18, 2016
LIBRARY BOARD OF TRUSTEES
REGULAR MEETING AGENDA
3:30PM

- 1) Welcome Visitors
- 2) Public Comment
- 3) Review of Agenda
- 4) Friends of the Library Report

- 5) Minutes
 - a) May 4, 2016

- 6) Old Business
 - a) 16/17 Budget Update
 - b) Library Board of Trustees Bylaws

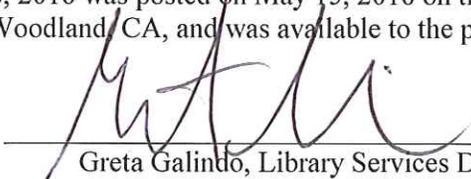
- 7) New Business
 - a) Building a Better Board of Trustees
 - b) Statistical Report

- 8) Report
 - a) Director
 - b) Board
 1. Individual Board Reports

- 9) Future Agenda Development
- 10) Adjournment

Next Meeting: June 1, 2016 4:00 PM

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 May 18, 2016 was posted on May 15, 2016 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.

**WOODLAND PUBLIC LIBRARY BOARD OF TRUSTEES
MINUTES – MEETING OF MAY 4, 2016**

Board members: Diane Adams, Karen Shepard, Gloria Rodriguez and Kathy Harryman

Library Director: Greta Galindo

The meeting was called to order at 4:05 by Gloria Rodriguez

1) Welcome Visitors – Retha Robertson, President, Friends of the WPL

2) Public Comment

Retha gave the Board an update on Big Day of Giving. There were many glitches on the part of the central website but the deadline was extended. As of today, \$1,135 was raised through Big DOG. The amount will be adjusted and will be reported at the next meeting.

- The FOL Board will meet on May 9

- Patrick Baird, author of The Ghost in the Armor, will speak at the author event on June 28th at 6:00 p.m., Leake Room.

3) The agenda was approved

4) The minutes of March 2, March 16 and April 20 were approved

5) Old Business

a) Facilities Needs Assessment – the Board reviewed the draft RFP and approved it. Greta will move forward to work with the City

b) Library Board of Trustees Bylaws – the Board continued discussion of the bylaws. Greta will continue to work to incorporate City Code into the bylaws

c) Community Learning Lab/Square 1 – We received an estimate for build out of \$521K. The roll-up door will be an additional \$13K. Gyroscope is doing a redesign to improve dust control and will submit a new estimate. Estimate for equipment is in the \$70K range

6) New Business

a) Annual Plan of Service – Greta presented an APS template to the Board. She will start working with the staff to develop the plan and keep the Board updated.

b) Greta presented the incident report from February 19 to May 4. Staff recorded 72 incidents in that time period.

7) Reports

a) Director – the Touch a Truck was a big success and will become an annual event.

-- Dia de los ninos event went well.

-- The first Farmers Market located on First Street in front of the Library will be May 14th. Activities will be planned in and outside of the Library to coincide with the Market.

-- "Summer of Learning" kick off will be June 4.

b) Board – Kathy suggested that we read the "Building a Better Board" article in the ALA Magazine and use it for a further discussion and/or Board retreat. Karen made copies of the article for Trustees.

-- Karen attended the Literacy Council meeting—they continue to work on their bylaws and participated in Big DOG.

8) Future Agenda Development – no discussion

9) The meeting was adjourned at 5:55 p.m.

Next meeting is Wednesday, May 18 at 4:00 p.m.

Respectfully submitted by Diane Adams

City Code exact language

From Current Bylaws

OLD BUSINESS
Agenda Item No.6b
Library Board of Trustees Meeting: 05/04/2016

LIBRARY BOARD OF TRUSTEES

POLICY

BYLAWS

ARTICLE I. NAME AND AUTHORITY

The name of this body shall be the Woodland Public Library Board of Trustees. Authority for the existence, composition, powers and duties of the Woodland Public Library Board of Trustees resides in the State of California Education Code, Title 1, Division 1, Part 11, Chapter 5, Sections 18900-18965. The Board of Trustees was created by Ordinance No. 1044, Adopted January 17, 1984, which added "Part K. Library Board" to Article VII of the Code of the City of Woodland.

ARTICLE II. MISSION AND PURPOSE

The primary mission of the Woodland Public Library Board of Trustees is ...

[The Board of Trustees serves as a representative of both the library and the community and is the governing authority of the public library. The Board shall therefore represent the interest of the community for relevant and quality services. It shall be the duty of the Board to determine and adopt written policies for the Board's governance and the administration of the library in the areas of fiscal, personnel and operation. Assisted by the Library Services Director, the Board shall establish goals and objectives and adopt written policies to govern the operation, use and services of the library. It shall be the duty of the Library Services Director to recommend policies for Board action and to carry out and interpret Board-approved policies. The Board shall be responsible for the hiring and evaluation of the library administrator; the administrator is responsible for the hiring, evaluation, supervision and direction of the library employees.] *Excerpted from current Bylaws*

ARTICLE III. BOARD OF TRUSTEES

Section 3.1 Appointment Of The Trustees:

The public library shall be managed by a board of library trustees, consisting of five members, to be appointed by the mayor with the consent of the city council.

Section 3.2 Term Of Office And Compensation:

Each trustee shall hold office for three years beginning July 1st and ending on June 30th, or when a trustee's successor is appointed and qualified, whichever occurs last. The members of the first board so appointed shall so classify themselves by lot that one of their number shall go out [of] office at the end of the current fiscal year, two at the end of one year thereafter, and three at the end of two years thereafter. Each trustee shall serve without compensation unless the city council, by ordinance, otherwise provides for compensation which shall not exceed fifty dollars per month.

Section 3.3. Termination For Absences:

(a)

The appointment of any trustee absent from three consecutive regular or special meetings without approval of the library board of trustees, confirmed by majority vote of the board, shall be terminated and the city clerk notified thereof.

(b)

The city clerk then shall notify any member whose appointment has been terminated and report to the city council that a vacancy exists on said board and that an appointment should be made for the unexpired term.

(c)

A trustee may be granted a leave of absence by the city council, and a temporary vacancy shall thereupon exist for the period of such leave of absence. During the period of such temporary vacancy, the council may fill such vacancy by a temporary appointment to said board, provided, however, that the period of such temporary appointment shall not exceed the period of the temporary vacancy. At the expiration of a leave of absence so granted, the member shall automatically resume full and permanent membership on said board.

Section 3.4 Vacancies:

Vacancies shall be filled by appointment by the mayor with the consent of the city council for the unexpired term in the same manner as the original appointments are made.

ARTICLE IV. MEETINGS

Section 4.1 Monthly Meetings:

The board of library trustees shall meet at least once a month at such times and places as may be fixed by resolution.

Section 4.2 Special Meetings:

Special meetings may be called at any time by three trustees, by written notice served upon each member at least three hours before the time specified for the proposed meeting.

Section 4.3 Meetings Open To The Public:

All meetings of the Library Board of Trustees shall be open to the public and the agenda noticed a minimum of 72 hours prior to the meeting date, as required by the Ralph M. Brown Act. All Board meetings shall have provision for public input.

Section 4.4 Procedure for speaking at the Woodland Public Library Board of Trustee Meeting:

Unless otherwise provided herein, the Board will provide for public comment at each of its meetings.

- a) The President of the Board or person conducting the meeting has the authority to end the comment period.
- b) Persons wishing to comment must be in attendance at the meeting and shall:
 1. Speak only when recognized by the President of the Board or person conducting the meeting.
 2. Limit each statement made by a participant to five (5) minutes unless extended by the Board's President.
- c) No participant may speak more than once on the same topic unless all others who wish to speak on that topic have been heard.
- d) The presiding officer has the right and power to control the meeting and may take whatever actions are necessary to ensure an orderly meeting.
- e) The Board will take the comments into consideration but will not engage in a debate with patrons, nor allow for continuous public debate.
- f) The Board appreciates the concerns, input and/or suggestions of the public.
- g) Speakers may offer objective concerns and criticisms of Library operations and programs as concern them. But in public session, the Board will not hear complaints about Library personnel or against any person connected with the Library system. Other channels provide for Board consideration and disposition of legitimate complaints involving individual employees of the Library.

Section 4.5 Quorum:
A majority of the board shall constitute a quorum for the transaction of business.

Section 4.6 President:
The board shall appoint one of its number president, who shall serve for one year and until his successor is appointed, and in his absence shall select a president pro tem.

Section 4.7 Record Of Proceedings:
The board shall cause a proper record of its proceedings to be kept.

ARTICLE V. POWERS AND DUTIES

Section 5.1 Rules, Regulations And By-Laws:
Pursuant to the provisions of Education Code Section 18910, et seq., as amended from time to time, the board of library trustees may make and enforce all rules, regulations, and by-laws necessary for the administration, government,

and protection of the libraries under its management, and all property belonging thereto.

Section 5.2 Administration Of Trusts And Property:

The board of library trustees may administer any trust declared or created for the library, and receive by gift, devise, or bequest and hold in trust or otherwise, property situated in this state or elsewhere, and where not otherwise provided, dispose of the property for the benefit of the library.

Section 5.3. Officers And Employees:

The board of library trustees may prescribe the duties and powers of the librarian, secretary, and other officers and employees of the library. Pursuant to Government Code Section 45007 and Education Code Section 18921, the city librarian shall be appointed by the board and shall serve at its pleasure. Pursuant to Government Code Section 45005, all library employees other than the city librarian shall be appointed by the city manager and shall serve subject to the personnel rules of the city. The number of, and the compensation for, library employees shall be fixed by resolution of the city council. The compensation for the library services director shall be fixed by resolution of the board within the fiscal limitations previously established by the city council.

Section 5.4 Purchase Of Personal Property:

The board of library trustees may purchase necessary books, journals, publications, and other personal property.

Section 5.5 Purchase Of Real Property And Construction And Rental Of Equipment And Buildings:

The board of library trustees may purchase real property and erect or rent and equip, such buildings or rooms, as may be necessary, when in its judgment a suitable building, or portion thereof, has not been provided by the city council for the library.

Section 5.6 State Publications:

The board of library trustees may request the appropriate state officials to furnish the library with copies of any and all reports, laws, and other publications of the state not otherwise disposed of by law.

Section 5.7 Borrowing:

The board of library trustees may borrow library materials from, lend library materials to, and exchange library materials with other libraries, and may allow nonresidents to borrow library materials upon such conditions as the board may prescribe.

Section 5.8 Incidental Powers Of Board:

The board of library trustees may do and perform any and all other acts and things necessary or proper to carry out the provisions of Education Code Sections 18900 through 18965, as the same may be amended from time to time.

Section 5.9 Annual Report To City Council And State Librarian:

The board of library trustees shall on or before August 31st, in each year, report to the city council and to the State Librarian on the condition of the library, for the year ending the thirtieth day of June preceding. The reports shall, in addition to other matters deemed expedient by the board of trustees, contain such statistical and other information as is deemed desirable by the State Librarian. For this purpose the State Librarian may send to the board of trustees instructions or question blanks so as to obtain the material for a comparative study of library conditions in the state.

ARTICLE VI. SUPPORT OF THE WOODLAND PUBLIC LIBRARY

Section 6.1 Library Fund:

All money acquired by gift, devise, bequest or otherwise, for the purposes of the library, shall be apportioned to a fund to be designated the library fund, and shall be applied to the purposes authorized by Education Code Sections 18900, et seq., as the same may be amended from time to time.

Section 6.2 Funds Not Payable Into Treasury:

If payment into the treasury is inconsistent with the conditions or the terms of any gift, devise, or bequest, the board shall provide for the safety and preservation of the fund, and the application thereof to the use of the library, in accordance with the terms and conditions of the gift, devise, or bequest.

Section 6.3 Payments From The Library Fund:

Payments from the library fund shall be made as provided under Education Code Section 18953, as amended from time to time.

ARTICLE VII GOVERNANCE OF THE LIBRARY

Section 7.1 Free Library Subject To Library Rules, Regulations Or By-Laws:

The library shall be forever free to the inhabitants and nonresident taxpayers of the city, subject always to such rules, regulations, and by-laws as may be made by the board of library trustees. Any person who violates any rule, regulation, or by-law may be fined or excluded from the privileges of the library.

Section 7.2 Contracts With Neighboring City Or County:

The board of library trustees and the city council of any neighboring city or the board of supervisors of the county in which the library is situated, may contract for lending library materials of the library to residents of the county or neighboring

city, upon a reasonable compensation to be paid by the county or neighboring city.

Section 7.3 Title To Property:

The title to all property acquired for the purposes of the library, when not inconsistent with the terms of its acquisition, or otherwise designated, vest in the city in which the library is situated, and in the name of the city may be sued for and defended by action at law or otherwise.

Section 7.4 Application Of Education Code Provisions:

The library was established and existed on June 11, 1909, under the provisions of an act entitled "An Act to Establish Free Public Libraries and Reading Rooms," approved April 26, 1880, and is continued under the provisions of Education Code Sections 18900, et seq., as the same may be amended from time to time, and the library shall be considered the same as if originally established under the provisions of Education Code Sections 18900, et seq., as the same may be amended from time to time.

Section 7.5 Disestablishment Of Library:

The ordinance mentioned in [Section 2-7-79](#) establishing the library shall be repealed by the city council upon being requested to do so by fifty-one percent of the electors of the city, as shown by the great register. Upon the repeal of the ordinance the library is disestablished in the city.

ARTICLE VIII. AMENDMENTS TO THE BYLAWS

Section 8.1 Amendments To The Bylaws:

Amendments to the Bylaws may be made at any meeting of the Board by a majority vote of the total Board membership, or 3 votes, after notification in writing to each member at least two week before the meeting at which the voting is to take place. Amendments may not conflict with state law regarding library governance in general law cities.

ARTICLE IX RESPONSIBILITIES OF THE BOARD

Section 9.1 Appointment Of The Library Services Director:

The Board shall appoint the Library Services Director who will serve at the pleasure of the Board of Trustees. The director's compensation shall be fixed by resolution of the Board within the fiscal limitations established by the City Council. The Board shall conduct an annual evaluation of the director in the

areas of professional functions, administration and communication. Other library employees shall be appointed by the city manager, supervised by the Library Services Director and subject to the personnel rules of the City.

Section 9.2 Guiding Principles:

The guiding principles of action in fiscal, personnel and administrative areas constitute "policy" and are the responsibility of the Board of Trustees. "Procedure" is the method of operation chosen by the director to implement the policy. The Library Services Director administers the work of the library in accordance with the policies and principles laid down by statute, ordinance and Library Board action.

Section 9.3 Annual Review:

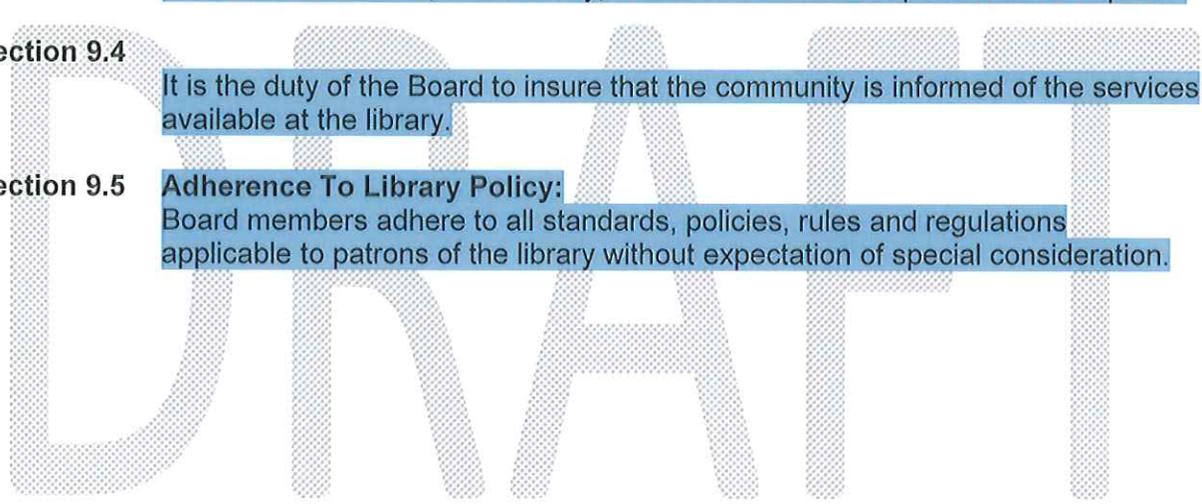
The Board shall annually review the Planning Document, including Mission and Goals, to determine the effectiveness of the library and shall remove the top administrative officer, if necessary, to achieve the level of performance required.

Section 9.4

It is the duty of the Board to insure that the community is informed of the services available at the library.

Section 9.5 Adherence To Library Policy:

Board members adhere to all standards, policies, rules and regulations applicable to patrons of the library without expectation of special consideration.



BUILDING A BETTER

Board of Trustees

As the community face of your library, trustees are key. Here's how to capitalize on their talents and recruit new members

By Maria R. Traska

Fred Stielow, a self-confessed wonk, has been involved in digital automation for decades. In the 1970s, he was on the project team for HyperTies, the first DOS-based hypertext program used on the earliest iteration of the internet.

He dove into the web in the early 1990s, creating his first web page. Later, while at the Mid-Hudson Library System, he orchestrated web automation for 45 rural libraries in New York, for which he was named a Cybrarian of the Year in 1998 by then-telecom giant MCI Communications. Now a trustee of the Anne Arundel County (Md.) Public Library, he likes poring over internet use statistics at library board meetings and is happy to report that library staff have been "proactively using the technology for the minority members in our community, including efforts for the emerging Hispanic community."

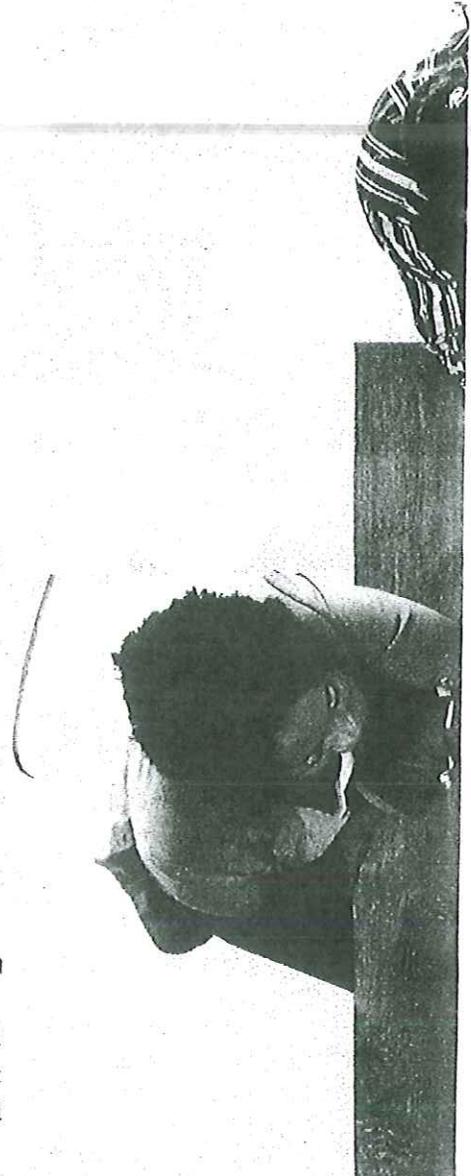




Photo: Rappaport/Shutterstock



Stielow, who is also a board member of United for Libraries and a US commissioner to UNESCO, is a model trustee of the future. He's a champion of the library, takes his financial duties seriously, and views his work on statistics as helping to set the strategic direction and further the mission of the library. So how can libraries find and develop more leaders like Stielow for their boards?

A bigger role

Norman Jacknis, president of the Metropolitan New York Library Council, has a few ideas—one of which is that trustees, who are the face of the library to the community, must begin by more broadly applying their existing skill set. "Trustees are already community leaders with public responsibilities. They have connections to other organizations that are very important," says Jacknis, who is part of the 35-member working group that produced the 2014 Aspen Institute report "Rising to the Challenge: Re-envisioning Public Libraries." Trustees' role in reimagining the library and rebranding it is "bigger and more active, with more ongoing community contact," more championing and promoting the library, more fiduciary responsibility as trustees become fundraisers, and a greater role in helping to set strategic direction. The library is no longer just a repository of information—it's a place of cooperative education.

Moving a community forward means an expanded role for library trustees, says Amy Garmer, director of the Aspen Institute's Dialogue on Public Libraries and author of the report. "The library's future is to go out and be engaged in the community," she says. "Libraries are these critical connectors for communities and connectors to others" that can help introduce different organizations or ethnic groups to one another in a town with changing demographics, or they can pull in marginalized members of the

community who may be disconnected from the library as well. And trustees are the ones entrusted to network on the library's behalf.

The library as a town hall, community center, and collaborative space can be an antidote to some of the isolation that the digital world creates, Garmer says. "The library is a strong place to discuss some of these issues because the library has a civic square function to it. It's seen as a neutral, trusted public space." This is part of the expanded message that trustees must articulate to the community.

A large part of that role involves educating library staff members as to where the world is going, Jacknis says. Trustees are often business leaders who acquire and use new technology in their own enterprises. They can bring that expertise to the library and to the larger community.

Meeting community needs

Cindy Friedemann is another trustee who has brought her expertise to the library—in this case, the Metropolitan Library System in Oklahoma City, which operates countywide and where she has been a library commissioner for eight years. Her tenure with public libraries began in 1996 when she became a board member of Friends of the Stillwater (Okla.) Public Library. A strategist for various organizations over the last 25 years, Friedemann is now an executive at Metro Technology Centers, a postsecondary educational facility that provides career and technical education for high school students and adults trying to change careers. "We are very much in the digital age in our [library] system," she says.

Friedemann is also national secretary for ALA's United for Libraries and says the advent of the digital domain has "changed the perception of our core business from curating a collection to curating a space that meets the community's needs in myriad ways beyond the collection." She realized her role as a library trustee was expanding when she first noticed



"The first generation of these 'born web' with rewired minds is now in their mid-20s. We need to sit back. They are about to knock our socks off."

FRED STIELOW

Anne Arundel County (Md.) Public Library trustee, board member of United for Libraries, US commissioner to UNESCO

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"All library trustees should be strategically thinking far ahead, especially regarding long-term fundraising."



MAUREEN SULLIVAN

Member of the Dialogue on Public Libraries working group, past president of ALA



marked changes in the monthly usage statistics report. "The categories have vastly increased," she says. "Instead of just materials checked out, now it's ebooks, computer use, computer classes, and room reservations. We see our growth in these new areas."

Friedemann views hands-on experience with these new services and programs as part of her job. "You feel the need to learn more about these categories in order to be supportive," she says. But the real eyeopener came the day her home computer went on the fritz: She had to go to a medium-sized library nearby to use a computer, but there was a 45-minute wait because every computer was in use. "There were children doing their homework, parents there with their children, other adults," Friedemann says. "It was a big 'aha!' moment for me, because I realized that we still have a long way to go to serve our communities."

outreach to community

Likewise, outreach is as important a task for trustees and staff as is thoroughly familiarizing yourself with what the library offers the community and its stakeholders. But it's probably the most costly activity, according to Sally Reed, executive director of United for Libraries. "It means going out into the community to bring in new patrons" and finding out what their needs are rather than waiting for them to come to you, she says. "You must pay attention to changing demographics—know who your users are, or who they aren't" and why they may or may not use the library.

For Joan Buschbach, an insurance company owner and a trustee and former board chair of the Oak Lawn (Ill.) Public Library, the speed of change that she has seen because of the internet and other technology has led not only to a steady expansion of programs and services but also a physical remodeling of the library to create new spaces for new purposes, in response to community input.

Buschbach is a big believer in networking: In addition to keeping in regular contact with village trustees—whose offices are right across the street

from the library—she maintains decades-old connections with different stakeholder groups throughout the community. Buschbach is a past president of the local chamber of commerce and is still active on it; she's on the board of Oak Lawn's children's museum; and she's involved with her local church. "I go to a lot of community events and activities," she says, "so that really helps the library."

Between the feedback that Buschbach and her fellow trustees solicit and an extensive user survey that the library conducted for more than a month in late 2014, the library was able to determine what additional or expanded services the community wanted from the library, and what changes it didn't want. Print book acquisitions were retained at the same level even though more digital materials have been added because that's what patrons asked for.

One major result of the feedback effort has been the rethinking of the building's physical space. The library's 3D printer, acquired earlier this year, gets a regular workout as people come together in the new makerspace area. Another result of the effort has been a new emphasis on teen activities and resources, with one youth librarian devoted to organizing programs such as snack and study hours, teen activity groups, special group discussion, and some digital-oriented events.

Jacknis notes that more is needed, especially for patrons who work independently. Many people who work outside of offices or as freelancers use the library for Wi-Fi access or as a de facto business center and depend on librarians' expertise. He cites himself as a prime example, relying on their advice on search methods when he does historical research.

Friedemann agrees and recalls her surprise when a friend from another library system remarked, "We started our new business at the library." The friend and her colleague reserved

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BEST PRACTICES FOR YOUR TRUSTEES



In conjunction with its report "Rising to the Challenge: Re-Envisioning Public Libraries," the Aspen Institute's Dialogue on Public Libraries developed a list of 15 things library trustees can do to strengthen and ensure the future of their public libraries. They fall roughly into three action categories:

COMMUNICATION AND MARKETING

- Be a well-informed champion of your library and what it offers, and be persistent in restating the case for its importance to the community. Visibly support efforts to reimagine and re-brand the library as a vital community gathering place and resource in the digital era.

- Once you've created a new vision of the library that focuses on its people, place, and platform, tell and sell that story to your patrons, policymakers, community leaders, civic groups, and the community at large. Be specific about communicating the value of the library to all its potential users, demographic groups, and supporters.

- Leverage and publicly promote the educational and economic development potential of the library as a community platform.

PLANNING

- Draw up a plan for the future sustainability of the library—including long-term funding and fundraising, board membership, planning for leadership succession, etc.

- Work with the library director to plan a community engagement effort; use it to identify library users' aspirations and strategies to help the community and library succeed in the 21st century knowledge society.

- Ensure that the library's programs, services, and offerings are defined around community priorities, recognizing that this process may lead to choices, trade-offs, and change.

- Know your town's or city's master plan—better yet, participate in creating or revising that strategic plan—so that you can better align the library's activities with municipal goals. Make sure your strategic plan and the town's plan are in sync.

DEVELOPMENT

- Change any long-held policies that impede the development of the library's people, place, and platform.

- Assemble a list of desired outcomes and goals for the library, then make sure the library has the means to measure them. Communicate those outcomes to key policymakers, partners, and other community leaders.

- Support the deployment of broadband, Wi-Fi, and digital literacy skills throughout the community—especially to any economically disadvantaged, underserved, and other special needs populations.

- Create a plan for resource development, including new ways to deploy existing resources.

- Support the library director and staff by providing appropriate benefits and funding for their professional development.

- Make sure that the diversity of membership on the library board reflects the diversity of the community.

- Consider including on the library's board of trustees a member of the village board, city, or town council who can serve as a liaison between your board and the municipal government.

- Become involved in efforts to advance the future of libraries beyond your immediate community—meaning at the regional, state, and national level. Be an outspoken proponent of efforts to give libraries greater resources so that they can continue to provide value to their communities and to the greater society.

rooms at the library for two hours at a time while forming their start-up. It was another light-bulb moment for Friedemann: "[Coworking spaces] bring people together at the library."

Financing the future

Friedemann says she has noticed over the years that "we need a new vision for how to fund our libraries." That's also a major point of the Aspen Institute report. Friedemann says not enough smaller libraries in her area are supported by county or municipal property

taxes and therefore have irregular—and perhaps undependable—income. That should change.

Taxes, however, may not be the entire answer for some communities. The report suggests setting up long-term endowments and foundations, seeking 501(c)(3) tax-exempt status and grants from employers and large charitable foundations, and possibly combining local libraries into regional networks that share funding and resources. The report also recommends exploring alternative business models that maximize and sustain efficient library operations and



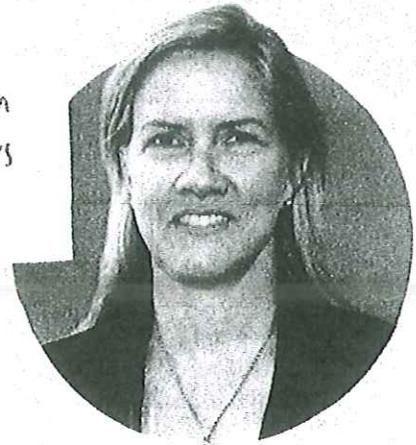
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"The library's future is to go out and be engaged in the community. Libraries are these critical connectors for communities and connectors to others."



**AMY
GARMAR**

Director of the Aspen Institute's
Dialogue on Public Libraries



good customer service. Trustees must also consider ways of achieving economies of scale in a networked world, without compromising local control.

Jacknis goes even further. "There needs to be more federal funding," he says, given this expanded role for public libraries, and not just for building the digital platform. Trustees have a role in lobbying state and federal legislators and finding allies to help preserve the future of public libraries. A recent public library survey by the Institute of Museum and Library Services found that on average, public libraries receive only 0.5% of their funding from federal sources.

Maureen Sullivan, past president of ALA and a member of Aspen Institute's Dialogue on Public Libraries working group, agrees there is significant trustee resistance to long-term financial planning, but she says it must be overcome: "All library trustees should be strategically thinking far ahead, especially regarding long-term fundraising. In every city, the library board should be asking, 'What can we do to establish financial stability?'" Sullivan acknowledges that in many cases, board members have had no experience raising money, but they must "stretch and develop it," she says. And the library director can lead them in this conversation by first discussing why it's important, then describing successful strategies in other settings.

Developing the team

Trustees need to look to future development, including providing for their own replacement and succession. That involves recruiting younger board members when the opportunity arises, people who are representative not only of the diversity of the community but also those who have grown up with the internet. "The first generation of those 'born web' with rewired minds is now in their mid-20s," Stielow says. "We need to sit back. They are about to knock our socks off."

Friedemann agrees. Young professionals who are leaders of their generation "are into other financing mechanisms such as crowdfunding that older trustees may not be familiar with." She compares the situation with the tech knowledge her staff lacked in

the 1990s, when her secretary was still creating overhead transparencies for slide presentations. "My secretary didn't know what she didn't know," she says. "I knew she needed to learn PowerPoint." There are still library trustees who don't know what they don't know, and they may be loath to admit it.

To find those new leaders requires making contact with organizations that young professionals join, holding events that introduce them to the public library and its future plans, and giving them ideas about what their contribution could be. That may be easier said than done, as Friedemann discovered when she tried to arrange an after-hours mixer. Library staff made a tremendous effort and organized the event, she recalls, but it was a hard sell because of several conservative board members. "Some older trustees didn't understand why younger people wouldn't gather together over iced tea" instead of wine and beer, but board approval was necessary in order to serve alcohol at the event. It was denied. Friedemann concludes that the library may have to try an after-hours event again.

Change, however, can be a touchy thing, coming in fits and starts. Stielow says he fully supports the Aspen Institute's recommendations but thinks the report underestimates how stressful some of these changes will be for libraries and trustees. "I think the report shortchanges the rough parts and angst of transition," he says. "For many, the library is a sacred and traditional space. One brings change at peril. Trustees are in part the keepers of faith and will need to remember the need for communication and tender loving care. We don't want to inadvertently anger, hurt, or leave folks behind in the rush for a brave new world." ■



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