

Maine State Library Maine State Documents

Library Development Documents

Maine State Library

2003

Maine Library Trustees Association Trustee Handbook

Maine Library Trustees Association

Follow this and additional works at: http://digitalmaine.com/ld_docs

Recommended Citation

Maine Library Trustees Association, "Maine Library Trustees Association Trustee Handbook" (2003). *Library Development Documents*. Paper 11.
http://digitalmaine.com/ld_docs/11

This Text is brought to you for free and open access by the Maine State Library at Maine State Documents. It has been accepted for inclusion in Library Development Documents by an authorized administrator of Maine State Documents. For more information, please contact statedocs@maine.gov.

Maine Library Trustees Association

Trustee Handbook

Maine Library Trustees Association

Revised, 1996

Revised, 2000

Revised, 2003

TABLE OF CONTENTS

Introduction.....	4
Acknowledgements	5
Library Board of Trustees	6
Selection and Makeup of the Board	7
Orientation	8
Terms	9
Trustee's Role	9
Library Director's Role	10
Advisory Boards	11
Meeting Procedures	11
Evaluating the Library Board	13
Continuing Education for Trustees	13
Public Relations	14
Finance and Budgeting	15
Funding the Library	16
Library Policies.....	17
Materials Selection and Access Policy.....	19
Personnel Policy	20
Hiring a Library Director.....	21
Dismissing the Library Director.....	22
Board-Director Support and Cooperation	22
Building and Grounds Maintenance and Use	23
Disaster Plan	23
Library Building Renovation and Construction.....	24
The Planning Process	25
Libraries and Technology.....	25
Cooperation Among Libraries.....	26
Maine State Library	27
Maine Regional Library System	28
Library Organizations.....	30
Periodicals, Listserves, and Web Sites.....	33
Friends of the Library	35
Volunteers.....	36
Library Advocacy	36

Appendix A	
Legal Basis for Libraries.....	38
Sample Bylaws.....	40
Bylaws of the Maine Library Trustees Association	42
Appendix B	
Library Bill of Rights.....	45
Freedom to Read.....	46
Freedom to View.....	50
Access to Electronic Information, Services, and Networks	51
Appendix C	
Sample Library Budget Form	55
Request for Purchase Form.....	57
Request for Reconsideration of Library Materials Form	58
Application for Using Library Meeting Facilities Form	59
Appendix D	
Acronyms	61
Bibliography	63
Maine Library Association Membership Form.....	64

INTRODUCTION

This handbook was written to present to library trustees an overall picture of their duties and responsibilities as well as providing guidance to assist trustees in carrying these out. It is not meant to be the last word on issues confronting a library board today, but, rather, should be used as one of the sources of information consulted. The material offered is provided for informational purposes only and is not intended to serve as or to replace the advice of an attorney when a board may be faced with legal issues.

Comments and suggestions as to how this handbook might be changed or improved are very welcome, and should be directed to the president of the Maine Library Trustees Association.

Information on where to obtain additional copies of this handbook should be addressed to:

Maine State Library
Library Development Office
64 State House Station
Augusta, Maine 04333-0064
(207) 287-5620

Acknowledgements

The first edition of the Trustee Handbook was prepared by a committee of the Maine Library Trustees Association, a section of the Maine Library Association, in cooperation with the Maine State Library.

Original Handbook Committee

Barbara A. Mason, Trustee, Millinocket
Edith J. Anderson, Friends of the Library, Castine
William W. Anderson, Trustee, Castine
Karl A. Beiser, Northeastern District Consultant, Bangor
Marjorie F. Campbell, Trustee, Wells
Sheila Horne Cosgrove, Trustee, Winslow
Shirley Helfrich, Southern District Consultant, Portland
Schuyler L. Mott, Trustee, Paris Hill
Carolyn C. Stevens, Trustee, Augusta
Peggy Stewart, Central District Consultant, Augusta

The second edition, published in 1996, was revised by:

MLTA Handbook Committee, 1996

Susan Lowe, Trustee, Waterville Public Library
Tom Fielder, Trustee, Gardiner Public Library
Schuyler Mott, Librarian, Hamlin Memorial Library, Paris
Peggy Stewart, Central Maine District Library Consultant

The third edition, published in 2000, was revised by:

Susan Lowe, Trustee, Waterville Public Library
Steve Nichols, President, Maine Library Trustees Association
Bonnie Dwyer, Central District Consultant, Augusta

The fourth edition, published in 2003 was revised by:

Steve Nichols, President, Maine Library Trustees Association
Kathy Cabana, Trustee, Portland Public Library
Benita D Davis, Northeastern District Consultant, Bangor

Library Board Of Trustees

Introduction

The mission of the public library board of trustees is to govern, or advise in governing, the library. The board of trustees may also be known in some cases as the "board of directors" or the "library committee."

If the board is a "governing board," it is the policy-making unit and is responsible for the operation of the library. In addition to setting policies for library operations, it can also make recommendations to another agency or governing body on the budget, hiring the librarian, personnel policies, and staffing.

If acting as an "advisory board," it usually represents the community and may act in an advisory capacity to the librarian and to a local governmental body regarding library budget, library personnel, and policy. Its main function is to represent the thinking of the community regarding policies for the library.

Knowledge of the authority under which the board functions is essential for an effective functioning board. The responsibilities and duties of the trustees should be clearly outlined in the bylaws, the articles of incorporation, or in the public statutes which established the board. Implicit in that authority is the duty of all board members to work together with the library director toward providing the best library service possible within the financial means available and, if necessary, to oversee the prudent expenditure of such resources. The board should be an advocate for the library in the community and keep informed of and be involved with any developments on the local, state and national level which will affect future library services.

The new era of electronic information raises new issues and challenges to libraries, and it is up to library trustees to support and be guided by the principles which have guided public library service in the past -- the principals of equity, open and affordable access, privacy, first amendment rights, and easy access to electronic information.

Selection and Makeup of the Board

The methods by which board members are selected vary. They may be appointed by a local government body, elected by the membership of a local library association or corporation, elected by public vote, selected through an application process, or named by the board itself. Anyone is potentially qualified to be an outstanding library trustee, but trustees who run for a seat on the board or are appointed in some way should be elected or selected for the special talents that they might contribute. Representatives to the board should bring expert knowledge such as accounting, banking, legal expertise and represent the diversity of the community they serve. Potential or new trustees need to know that service on the library board will take time and energy. Trustees most frequently serve without compensation but may be reimbursed for trustee education or library-related business.

Whether elected or selected by municipal officials, the new library trustee should bring a strong interest in the library and its welfare. Board members need to have personal experience, skills and talents that will benefit the library and its services to the community. Balanced representation should characterize the library board with a representation of both men and women and representation from all community groups.

Typically a library board of trustees is composed of five to seven members, although the municipal governing body, corporation bylaws, tradition, or the board's functions may determine its size. The chair position should be rotated among board members. One good way to involve board members in the work of the library is to have each on standing committees reflecting the authority of the board. Special committees may be appointed to deal with special situations.

Orientation

If a new trustee is to perform effectively, a good orientation is essential. Both the board chair and the library director should be involved. Orientations can range from informal sessions to full-blown retreats, but, in the least, the new trustees should be given a complete tour of the library, be introduced to staff members, and be given descriptions of their duties and responsibilities. A common practice is to schedule a special meeting at which a planned orientation is the only agenda item planned. Elements of an orientation, could include:

1. List of names, addresses, phone numbers and e-mail addresses of the board of trustees along with their terms of office.
2. Board meeting times and dates.
3. Board committees, committee assignments and description of duties.
4. History of the library.
5. Charter and/or bylaws.
6. An outline of the duties/responsibilities of a trustee.
7. An outline of the duties/responsibilities of the library director.
8. Library staff's names and job descriptions.
9. Organizational chart.
10. Last annual report.
11. Library's goals and long-range planning documents.
12. Library policies.
13. Minutes of previous board meetings (current year).
14. Librarian's annual report and statistics.
15. Information about the Maine Regional Library System, the Maine Library District in which the library is located, the Maine Library Trustees Association and the Maine Library Association.

Terms

Terms may vary, but it is essential that rotating terms be established to preserve continuity of board functions. The board should meet at least four times a year, but a more frequent schedule is not uncommon. Some are dictated by local statute as to a required number of meetings per year. Library board meetings should be open to the public with the agenda sent to each trustee well before the meeting as well as posted in the library or newspaper.

The degree and motivation of board members will often determine the quality of service offered by the library. Trustees should possess enthusiasm, social and political awareness, have a broad understanding of the library's services related to the library world as a whole, and have the time to devote to board duties. Members with financial and management experience are particular assets to any board.

Role of the Trustee vs. The Role of the Library Director

The role of the Trustee and the role of the Library Director should be clearly defined and understood by all involved. Problems arise when the role of the Trustee and the role of the Library Director are confused. The distinction should be clear that the role of the Trustees is to make policy and the role of the Director is to implement policy. The roles of each are further outlined below.

The Trustee's Role

1. Writes, reviews, and approves the bylaws of the library and the library board of trustees.
2. Writes, reviews, and approves policies for operating the library.
3. Hires, evaluates, disciplines, or dismisses the library director.
4. Defines personnel policies including job descriptions, salary structures, grievance procedures, and benefits.
5. Ensures that the library receives its fair share of available resources from its funding authority.
6. Conducts fund-raising activities beyond the public support from tax revenue.
7. Sets and approves along with the library director the annual budget.
8. Manages library funds and evaluates and reviews investments at least on a semi-annual basis.
9. Works with the library director to establish long-range plans for services and operations for the library.
10. Works with the library director in developing library partnerships, cooperatives, and networks on the local, regional, state and national level.
11. Promotes the library throughout the community and develops a planned public relations program.
12. Knows local and state laws and actively supports library legislation at the state and national levels.

13. Attends regional, state, and national trustee meetings and workshops and affiliates with professional organizations.
14. Keeps on top of library standards and library trends.

The Library Director's Role

1. Plans, organizes and directs a balanced program of library services to serve all people in the community.
2. Formulates and recommends policies to the library board and acts as technical advisor to the board.
3. Hires, fires, evaluates and disciplines all staff members.
4. Supervises staff, manages personnel duties and time, and implements policy.
5. Maintains the physical facilities.
6. Prepares an annual budget for the library in consultation with the board.
7. Makes the day-to-day decisions on how the budgeted money is to be spent.
8. Recommends and administers public relations and marketing programs.
9. Represents the library and speaks before community, civic and other groups regarding the objectives and activities of the library.
10. Affiliates with state and national professional organizations and attends meetings and workshops.
11. Provides professional development opportunities for staff.
12. Prepares regular reports detailing current progress and future needs of the library.

Advisory Board Role

Some boards only act in an advisory fashion to the library director or municipal administration. A board acting in this capacity typically has the following duties:

1. Recommends a competent and qualified library director for employment.
2. Considers and recommends written policies to govern the operation and programs of the library.
3. Participates in efforts to secure adequate funds to carry on the library's programs.
4. Knows the programs and library needs and keeps abreast of standards and library trends and assists in planning programs.
5. Establishes, supports, and participates in planned public relations.
6. Advises the library director in the preparation of the budget.
7. Supports library legislation in the state and nation.
8. Works with the library director to establish long-range plans for services and operations for the library.
9. Promotes the library throughout the community and develops a planned public relations program.
10. Keeps on top of library standards and library trends.

Meeting Procedures

The library trustees should meet on a regular schedule. The library director should be in attendance at all board meetings as an ex officio member except when salary or performance is under consideration.

An agenda is usually prepared by the chair or president with input from the library director and other trustees. The meeting notice and agenda should be sent to each trustee well in advance of each meeting. If possible, a copy of the previous meeting's minutes should be included in order to allow for any preparation required by participants. The meeting is conducted by the chair or president. A quorum, as set in the bylaws, must be present in order to conduct official business. In a situation requiring timely action between meetings, telephone contact with trustees may be permissible, with such action being reflected in the next set of minutes. The meeting itself should start on time and end on time and be conducted in a businesslike manner.

The board meetings of municipally-governed libraries are open to the public who may observe and comment, but do not participate in voting. Public notice of these board meetings must be posted in some way.

Any visitors should be recognized and introduced but guidelines for public participation in the meeting should be set prior to the meeting (for example, guidelines might state that participation by constituents take place during the "open session" part of the meeting and for only a specified number of minutes. When a large number of constituents are expected, board members should act as greeters and welcome observers. Some libraries which have observers who wish to speak fill out a sign-in card requesting time to address the board and listing topics on which they wish to speak. A typical outline of the meeting might be:

- o The meeting is called to order/attendance recorded
- o Any visitors/constituents recognized
- o The agenda approved
- o Minutes of the last meeting approved
- o The Treasurer's financial report read
- o Library Director's report given
- o Committee reports given
- o Unfinished business and action items discussed and noted
- o New business discussed
- o Decisions and actions summarized
- o Next meeting scheduled
- o Audience input received
- o Announcements made
- o Adjournment

Minutes of board meetings are public records and should be succinct and accurate. Discussion need not be reported in great detail unless needed for legal purposes. It is sufficient to record that the board discussed a specific item and then voted on the motion. Rules governing the procedures of the meeting should be stated in the bylaws and adhered to during the meeting (e.g., Robert's Rules of Order).

Closed meetings of the Board of Trustees are justified when discussing disciplinary proceedings against a staff member or personnel evaluations, considerations of the purchase or lease of property until an option is obtained, consultation with counsel regarding settlement strategy in connection with specific pending litigation, or consideration of specific contents of applications for employment or appointment.

When dealing with the public or the media, trustees need not feel pressured in having to come to an immediate decision or make an immediate statement on an issue. Remember that what is said in an open regular public meeting can be quoted in the media. A good rule of thumb is to remember that individual board members should never speak for the whole board and that questions from the media should be referred to the spokesperson for the library whether it be the Chair of the Board of Trustees or the Library Director.

Evaluating the Library Board

Just as the staff of the library should be evaluated on a regular basis, so should the Board of Trustees undergo the evaluation process. Predetermined goals and objectives are needed to evaluate the effectiveness of the board. Additional measures might include reviewing the library programs, looking at needs and determining successes, and reviewing the legal status of the library.

Continuing Education

Trustee education should be an on-going process. In order to keep up with library developments and technology and the demand for additional services and programs, the trustee must continue to learn more about the library world. A policy should exist for providing funding for continuing education for trustees.

Some libraries pay fully or partially for their trustees' memberships in the Maine Library Trustees Association, a section of the Maine Library Association (MLA) so that they receive the publications of the association and stay on top of library trends, standards and legislation that will affect the library. Other libraries subsidize the registration and/or travel expenses for trustees to attend the annual state library conference, regional or national conferences or workshops which would be beneficial to the trustees as a whole.

Continuing education need not only be formal education, but can take place on an informal basis. Visits to libraries in and outside the community provide opportunities to learn what others are doing to provide services for their users. Attending library conferences, programs, and workshops affords the trustee an opportunity to learn, exchange ideas, and meet librarians and other trustees.

Knowledgeable trustees are invaluable assets to any library and its ability to keep current in a fast-moving world. Membership in the Maine Library Trustees Association can be very helpful, particularly since membership includes a subscription to the Maine Entry, an excellent quarterly journal published jointly by the Maine Library Association and the Maine Association of School Libraries. Each issue contains a wealth of current information about Maine's libraries and the trends and issues confronting them.

Public Relations

The best public relations take place by word and deed, through contacts with both the trustees and the staff. To be sure, the library director and the staff set the everyday image of the library, but the enthusiasm and dedication of the trustees are key factors in the community's perception of the library.

Support groups such as "Friends of the Library" can be very helpful in developing good rapport with the community. The trustees, however, retain the responsibility of assessing community needs, considering innovative ideas, and dealing with community concerns as they relate to the library.

A few of the many tools which the trustees may use to foster good public relations are:

- o newspapers*
- o broadcast and cable television*
- o radio*
- o production of a short video*
- o speakers to address local organizations*
- o library programs for children and adults*
- o participation in local celebrations*
- o community computer access*
- o library newsletter*
- o sponsorship of an annual event*
- o fundraising as a PR event*
- o observance of National Library Week and other library events*

The library director's job description should include public relations responsibilities since generally they are more available to originate and participate in these activities and are viewed as the library's spokesperson.

Finance and Budgeting

The proper administration of library funds is one of the basic functions of the trustees. It is also an important legal responsibility. The tasks related to finance are:

- o Budget preparation*
- o Budget presentation*
- o Budget implementation*
- o Capital improvement budget*
- o Management of endowment funds and trust funds*

Budget preparation should reflect the objectives set by the trustees in their planning process. Both library director and the board of trustees should be involved in the formulation of the budget. It is the responsibility of the trustees to evaluate how well the budget addresses the needs of the library.

No specific budgeting system can be recommended here because each individual library's accounting system should be compatible with that used by the municipality or funding body. The budget should be detailed enough to assure that the money will be spent in the manner agreed upon, but not so detailed that all the money is tied up in accounts from which it cannot be transferred without requesting permission from the municipal council or board. Once the budget is formulated, every board member should be fully informed and prepared to answer any questions that may arise in daily contacts or able to refer the questioner to someone representing the board who can.

Presentation of the budget to the appropriate community governing body belongs either to the library director or a representative of the board of trustees. If a trustee is presenting, the library director needs to be present to provide any technical or operating information. In either case, it should be clear to the government officials that the budget has the unanimous support of the board.

Implementation of the budget is usually delegated to the library director. The trustees have the final responsibility to review and evaluate the process of implementation through the receipt of periodic reports.

In addition to the operating budget, the trustees should consider the capital improvement needs of the library and acquaint themselves with the resources available for such funding. Because library boards are responsible for making decisions in regard to trust funds, it is important for trustees to know about the options available in the investment and management of these funds.

Funding the Library

Fundraising, essentially, is asking the community to support the library by making a gift either outright or over time. When the library asks for money it should be prepared to answer questions regarding the purpose of the gift and how the organization will be held accountable for seeing that the gift is used for the particular project or purpose for which it was asked.

There are many time-honored ways to bolster a sagging budget or raise money for a special library project. A few familiar examples include:

- o Endowments*
- o Memorial funds/bequests*
- o Charitable trusts*
- o Grants*
- o Foundations*
- o Work of a Friends group*
- o Special events*
- o Sale items*
- o Solicitation*
- o "Thons" -- walk, read, etc.*

Whichever method is used, the planning board or committee must undertake careful planning before the event and coordinate all aspects of the fundraising activity as it unfolds. The basic premises to follow for fundraising are:

- o Plan for the project and know the total cost and the purpose of the funding. Prepare a needs statement with objectives.*
- o Involve volunteers*
- o Identify potential gift sources or events*
- o Determine the method(s) for raising funds*
- o Prepare a communications/advertisement plan for ongoing information and for feedback or questions*
- o Solicit the gift or hold the event*
- o Say thank you*

Library Policies

Policy development for libraries should evolve out of the library's planning process which outlines library services and operations and reflect an understanding of the community in which the library is located. Libraries are fairly complex institutions in both structure and function and the policies developed by the board should develop the blueprint for the institution.

Each board of trustees should establish written policies concerning the operation of the library. These policies should be developed with input from staff with final enactment by the board.

The following list of policies is offered to assist in the formulation of public library statements of policy relevant to the library's need. Materials selection and personnel policies are covered in additional detail on the following pages.

-- Materials Selection

(see Materials Selection and Access Policies section of this handbook)

-- Facilities

- o Staff and patron security*
- o Hours of operation*
- o Public use of meeting rooms*
- o Exhibits and displays*
- o Americans with Disabilities Act compliance (ADA)*
- o Use of equipment*
- o Use of bulletin board/kiosk*

-- Circulation

- o Loan periods/renewals*
- o Overdues and fines*
- o Replacement of lost or damaged materials*
- o Confidentiality of patron records*
- o Reserve materials and holds*
- o Use of special collections*
- o Cooperative borrowing agreements*
- o School class loans*
- o Nonresident borrows*

-- Interlibrary loan/document delivery

- Reference service
 - o Internet use*
 - o Fee-based services*
 - o Extensive research*
 - o Public access to computers*

- Patron behavior
 - o Unattended children*
 - o Smoking*
 - o Threatening behavior*
 - o Security*
 - o Food and drink*
 - o Civil rights*

- Code of Ethics for staff

- Staff development

- Volunteers and friends

- And others. . .

Once a policy is adopted, it must be introduced to the staff of the library and published and distributed to all who may be affected or concerned.

Libraries should also carefully examine the following American Library Association Interpretations of the Library Bill of Rights which can be used as guidelines in developing library policies:

- Collection Development
- Diversity in Collection Development
- Free Access to Libraries for Minors
- Freedom to View
- Restricted Access to Library Materials
- Exhibit Spaces and Bulletin Boards
- Expurgation of Library Materials
- Challenged Materials
- Statement on Labeling
- Access to Electronic Information, Services, Networks

Assistance in developing policies and samples of existing policies may be obtained from any of the District Consultant's offices.

Materials Selection and Access Policies

It is the responsibility of the library board of trustees to set policy governing the selection of books, periodicals, and multimedia materials which will be added to the collection and for policies regarding computer access to other collections and information services which augment the collection. Selection and access policies should be stated simply, briefly and clearly. They should be set down in writing for the present and future benefit of library staff who will be guided by them, trustees who will be called upon to reaffirm and amend them, and the general public in whose service they were adopted in the first place. Intellectual freedom is a major concern when developing materials selection policies and the board must adopt a written policy which clearly reflects the library's objectives. It should also support the rights of all members of the community to have access to a wide range of materials, including items which some people might find to be objectionable. A challenge of material is often unexpected and always comes from people who are sincere in their opposition. Each library should have in place clear complaint procedures and policies for handling the complaint in a professional and serious manner. The policy should clarify the role, level of staff involved and the appeal process. Assistance in responding to a challenge can be obtained from the Maine Library Association/Maine Association of School Libraries' Intellectual Freedom Committee. Contact MLA for referral information. All selection and access policies should be reviewed on a regular basis and modified as necessary.

An adequate selection/access policy should address, among others, the following questions:

- What is the purpose of the policy?
- What are the goals and mission of the library?
- Who does the library seek to serve and with what types of materials? Book and non-book format?
Computer network access?
- Who selects materials on a day-to-day basis?
- What criteria will be applied in deciding what to acquire? Public demand, critical acclaim, use in local school or college programs?
- What major categories of materials will be acquired and in what depth and scope? What formats?
- What role do networks, consortia or cooperative arrangements play in the acquisition of materials?
- What are the guidelines for rare or special collections?
- In what manner and by whom will the collection be weeded? What will happen to discarded titles?
- In what manner and by whom will gifts be evaluated? How will they be acknowledged?
- How will the "Library Bill of Rights" and the "Freedom to Read" statement be incorporated in the mission of the library?
- What will be the procedure for requests for withdrawal of library materials?
- What is your computer acceptable use policy?
- What is your policy on computer access by minors?

-- What is your policy on filtering?

For samples of materials selection and access policies, contact your District Consultant.

Personnel Policy

Each library should have a written personnel policy established by the board or its governing body. Personnel policies provide a non-discriminatory basis for hiring, transfer, and/or dismissal of an employee. They should include necessary legal concepts such as due process, affirmative action, and adequate cause. A job description for each position on the library staff should be written. Employee benefits and conditions of employment should be specified, such as:

- Affirmative Action and Equal Employment Opportunity
- Probationary period
- Work schedule
- Paid time off
- In-service training and educational benefits
- Insurance, hospitalization and retirement benefits
- Regular performance appraisals
- Grievance procedures
- Disciplinary actions
- Continuing education
- Conflict of interest

The personnel policy should be specific in procedural detail. They should be reviewed by an attorney to ensure compliance with state and federal laws governing employment.

Hiring a Library Director

Without question, one of the most important decisions that a Board of Trustees might face is that of selecting and hiring a library director. Trustees must be aware of current practices in the profession, clearly define the role of the library in the community and the qualifications needed to fulfill this role, and formulate a plan of action for filling the position. It is extremely helpful to have a procedure in place that can be activated in the event that the library director cannot fulfill his or her duties. No two situations are quite alike, but the following is one hiring procedure that has proven to be effective in actual use. It may be adapted to local needs.

-- Determine the library's goals for at least the near future. These goals will be very useful when reviewing the job description and when used as criteria for judging the candidate during the interview process.

-- Review and revise, if necessary, the job description. This will allow an opportunity to devise a position description which reflects the current and future needs of the library. Develop a tool to measure the criteria most important for the position. Requirements to be considered are:

- o General education and professional training*
- o Previous library administrative experience*
- o Minimum qualifications*
- o Managerial skills and previous supervisory experience*
- o Special qualifications*

-- Appoint a representative committee of trustee, staff, town or municipal official, patrons, other librarians, etc. to a search committee. All members need to be present in order to insure cohesiveness and common understandings as the search proceeds.

-- Advertise the position. The board must decide how extensive the advertising will be local, statewide, regional or national--depending on the amount of money available. Sources to advertise in include newspapers, professional journals and publications, State Library publications, listings on the Internet and library hotlines. The advertisement should include statistics on the library's service area and its population, pertinent details from the job description, relative performance of the library within the state, and a request for a cover letter, resume and reference.

-- Hiring practices should follow state and local guidelines and careful records should be kept.

Dismissing the Library Director

Dismissing the library director may be one of the most difficult jobs a library board can face. Discharging anyone is usually an unhappy experience. This is especially true if the director has been in the position for many years.

Dismissing the director may be the responsibility of the municipal manager or government, but usually it is a matter for the board. The board is responsible for library policy, and it is the failure of the director to carry out this policy that is most often the cause for discharge. Periodic evaluations, annual performance reviews, and ongoing performance appraisals of the library director provide the basis for documentation for dismissal proceedings. If there is a serious problem with the library director, the board should not wait until the annual evaluation to address the situation. The board or representatives of the board should communicate and discuss the situation with the director and ask that the performance change. If the director is unwilling or unable to change to meet the requirements of the board, the board must determine if there is "just cause" for dismissal and following state and local guidelines for dismissal. It is recommended that the board work closely with municipal and legal authorities when proceeding with a dismissal.

Board-Director Support and Cooperation

It is very important for board members to realize that they have a responsibility to the director. Most of us are aware of the occasional case where one or two board members take a dislike to the library director and do everything in their power to coerce, intimidate or undermine the director's effectiveness. It is up to the other board members to recognize this and to defend and support the director in an appropriate, effective manner.

Other instances of board-director support often involve organized attempts to have materials removed from a library or to have certain items added to the collection. If demands are not met, occasionally the cry goes up to "fire the librarian." It is up to the board to fully support and, as much as possible, to protect the director from such attacks.

Board members must be aware that they are an integral and working part of the library and, as such, that they are part of a team which includes the director and staff in bringing better library service to the community. In doing so, they must be ready to protect each other from unwarranted attacks from those opposed to the goals and interests of the library.

Building and Grounds Maintenance and Use

A primary responsibility for the library board is to establish policies for the maintenance of the library buildings, grounds and equipment. A building and grounds committee of the board may be designated to review these policies and make evaluations of the building and grounds. Specific procedures for staffing, equipment selection and maintenance, record keeping, and supply ordering should be assigned to the staff member responsible for facility management.

Trustees should be aware that they are responsible and accountable for the safety of the patrons and staff in the building and on the grounds. In addition, they are responsible for local, state, and federal ordinances and codes regarding public facilities.

The library building should be attractive, functional, efficiently designed, flexible, barrier-free and expandable. Rapidly expanding library technologies and networks create further implications for changes in library services. Technological changes create needs, changes to the facilities, changes in codes, and the need for additional equipment which should be accounted for when planning for future library services and building changes.

When evaluating buildings, grounds, and equipment, the following should be considered. This is not an inclusive list.

- ADA compliance
- Fire, safety, security, sanitation and other local, state and federal codes and legal requirements
- Adequate lighting and signage
- Adequate parking facilities
- Facilities for book and video depositories
- Adequate telephone and data lines to accommodate services
- Publicly accessible restrooms
- Temperature and humidity controls
- Emergency routes and exits

Disaster Plan

Even the most well-maintained building and collection faces the common threats of natural and human disasters. The library board has the responsibility of protecting the library building and its holdings as well as the staff and the public. To be prepared, the library should have a written disaster plan as well as policies and procedures which cover issues of safety. Each member of a board of trustees should be aware of their legal responsibility and liability. Consideration should be given to questions such as:

- Are the collections and equipment, as well as the building itself, adequately insured against loss from fire, theft, flood, and vandalism?
- How well supervised is the library to prevent loss from theft or vandalism?
- How would the library function in case of damage through a fire, storm, or other natural disasters?
- Are both library personnel and the public covered in case of an injury while on library property?

Adequate coverage may be provided by the library's insurance or a municipality's blanket policy.

Trustees have the responsibility to protect the interests of one of the cultural centers of the community. Insurance policies and disaster readiness plans should be reviewed on a regular schedule in order to make certain that proper levels and types of coverage are being carried.

For a detailed review of what to do in the event of a disaster as well as checklists and sample policies regarding risk management issues, please see Disaster Planning and Recovery: A How-To-Do-It Manual for Libraries and Archivists by Judith Fortson, Neal-Schuman Publishers, New York, 1992. This book is available from your District Consultant.

Library Building Renovation and Construction

The trustees, with the advice and counsel of the library director and staff, determine the need for building renovation or expansion through feasibility studies, comprehensive surveys, and visits to other libraries.

A building program should be based on the library's goals, history, policies, and building requirements. A planning team should consist of the board or government authority representatives, the library director, and an architect. A building consultant and interior designer may be hired also. The board is responsible for legal, financial, and overall decisions. The library director acts as advisor and coordinator. Funding information and general assistance in planning a building program is available from the State Library District Consultants and the Maine State Library.

The Planning Process

Planning is simply establishing priorities. The first step in the planning process is to decide what kind of library the community should have. The board's primary objective should be to define that mission with the help of other staff and members of the community and formulate a plan for the library in meeting this mission.

Strategic or short-term planning is a joint responsibility of the library staff and the trustees to meet the ever-changing needs of the public. Clear objectives for the library staff offer guidance especially when decisions are needed for telecommunication and automation issues that are facing the library, as well as traditional library service.

Long-range planning is vital for effective library operation. Planning is essentially preparation for change and in these times of incredible change, the library and its role in the community have changed dramatically even in the smallest community library. The library board must look beyond immediate concerns and not simply drift from year to year relying on what was done in the past. It should review existing operations and functions in a systematic manner, set goals and objectives and monitor progress toward these goals. By examining where the library has been, where the library is now, where it wants to go, and how it proposes to get there, and how long it will take, then trustees will have a basis from which strategic and long range planning can take place.

Long-range planning for services and operations should be undertaken for a period of at least two years into the future. The planning process offers the opportunity for the board to work with other members of the community in developing a plan based on community needs and set goals for the library. It is important to involve others in the process in defining these needs. The District Consultants are a resource for Long Range Planning with member libraries. It is a time-consuming process, but the process enables libraries to make the best use of their resources and develop plans for future expenditures and expansions.

Libraries and Technology

Libraries and librarians are in an extreme process of transition and even the smallest rural public library is not an exception. Computers have unquestionably given librarians and library users powerful new research capabilities outside the library's walls and even the boundaries of countries. With these new technologies and the expanded role of libraries come policy questions for the local library and its board in addition to presenting challenges in developing a technology plan for the library and community. The following are questions to consider when developing such a plan.

- Is it best to acquire materials (books, CDs, etc.) for the collection or provide access through electronic sources?
- What services will be free vs. those having a fee?
- How will hardware and software be funded? How will upgrades be funded?
- What policies are needed regarding access to information on the Internet?
- How will access to electronic information published only as electronic information be provided?
- How will copyright be protected?

- How will our users be trained to use the new library technologies?
- What changes to our facilities should we be planning for?
- What new networks and cooperatives can be formed using technology?
- Who will secure and maintain the computer equipment?
- What staffing needs will the new technologies require?
- How will patron confidentiality be protected?

Information technologies are here to stay and it is a wise board which plans in advance when incorporating these technologies into the library facilities and services.

Cooperation Among Libraries

Library cooperation is achieved when two or more libraries work together to accomplish what they cannot do, or do as well, separately. Cooperating with other libraries can save time and money and provide improved service for patrons -- after all, providing the best services to our users is ultimately our final goal. These library cooperatives may range from resource sharing on a local level to large library networks on a state-wide, national, or international basis.

Trustees should find out about the libraries in the surrounding area and visit as many as possible whether they be school, public, academic, law, health science or special libraries. An understanding of the role of each can be valuable in exercising the responsibilities of trusteeship. As well, the role of the State Library and its services should be understood by the trustees so that the library can take full advantage of its services. Cooperation among libraries does not necessarily require additional funding. It does require a commitment by all to work toward better library services.

Libraries in proximity to one another may consider cooperative efforts such as:

- o Interlibrary loan*
- o Cooperative subscriptions to online services*
- o Local and regional multitype networks*
- o Cooperative collection development*
- o Document delivery services*
- o Rotating collections such as audiobooks and videotapes*
- o Adult and children's programming*
- o Sharing technological expertise*
- o Sharing staff expertise*

Many cooperative activities already take place in Maine on a local, regional or statewide basis or may revolve among libraries of one type (ex. medical libraries). Mainecat and URSUS are the results of cooperative efforts. Future expansion of Maine's statewide library automation networks and the increasing availability of telecommunication networks will play an important role in the future of Maine's libraries. It is important then that each trustee be aware of the statewide efforts in these areas and be prepared to advocate for these efforts and anticipate and plan for the library's role in this arena.

Maine State Library

The Maine State Library established in 1839 is considered to be the oldest State cultural institution in Maine. Formerly housed in the State Capitol Building, the library moved to its present location in 1971.

The library offers a multitude of materials and services to all Maine citizens including:

- o Reference assistance*
- o Interlibrary loan*
- o Computerized online public access catalogs and indexes*
- o Online databases*
- o Microform reader printers*
- o Maine State Library Webpage*
- o Tours and library instruction*

In addition, the State Library offers special services such as:

- o Large Print and Talking Books for the visually and physically challenged*
- o Books-by-Mail for eligible Maine residents of all ages*
- o Consultant services for libraries*
- o Cataloging for public libraries*
- o Media services for schools*
- o Information exchange for educators*

Services are available either in person, by mail or by phone. The address is:

Maine State Library
64 State House Station
Augusta, ME 04330-0064
Telephone (207) 287-5600.
Fax (207) 287-5624.

Maine Regional Library System

Cooperation and sharing were important concepts in Maine's early days and they still have a special meaning to Maine's libraries today. Through the Regional Library System, Maine libraries have developed several networks which provide a variety of free services.

Under the Regional System, Maine is divided into three geographic areas based on population. These areas are referred to as "districts." Each district has its own Area Reference and Resource Center (ARRC) usually a large library which serves as a backup library to all the libraries in the district. Below are the Area Reference and Resource Centers for each district:

Southern Maine Library District

(Cumberland and York counties)

Portland Public Library
5 Monument Square
Portland, ME 04101
1-800-649-7696
Consultant: 871-1766
FAX: 871-1703

Central Maine Library District

(Androscoggin, Franklin, Lincoln, Kennebec,
Oxford, Sagadahoc, and Somerset counties)

Maine State Library
Cultural Building
64 State House Station
Augusta, ME 04333-0064
1-800-322-8899
Consultant: 287-5620
FAX: (207) 287-5624

Central District Fiction Resource Center

Lewiston Public Library
105 Park Street
Lewiston, ME 04240
Phone 784-0135

Northeastern Maine Library District

(Aroostook, Hancock, Knox, Penobscot,
Piscataquis, Waldo and Washington counties)

Bangor Public Library
145 Harlow Street
Bangor, ME 04401
(207) 947-8336
Consultant: 1-800-427-8336
FAX: (207) 945-6694

Through the Maine Regional Library System, millions of books and periodical articles are available to every Maine library. Each district ARRC library acts as the interlibrary loan network. A local librarian may request material from the ARRC. The ARRC staff will search its collection and if the material is found, it will be sent directly to the requesting library. If the material requested is not in the ARRC, an interlibrary loan request will be initiated on a statewide or nationwide computerized network. Once located, the material is mailed to the local library. Through this interlibrary loan service, every library, no matter how large or small, can provide access to more materials than it could ever hope to afford or house.

If the local librarian has a reference question, the process is similar. A call, letter or fax is made to the ARRC reference staff. They will research the query and contact the librarian with the information.

Other services provided through the regional system include:

- o Purchasing cooperative for materials*
- o Purchasing cooperative for equipment and supplies*
- o A binding cooperative*
- o Consultant services for library staff and trustees*

Each district is governed by a district council which consists of appointed representatives from each member library or school system. The council elects an executive board to advise on policy and assist in long range planning. Trustees, librarians, and citizens are eligible to serve on their district council and/or executive board.

Membership in the districts is voluntary and open to any public, school, academic, or special library in Maine. There is no membership fee. Regional services are funded under Maine Revised Statutes Annotated Title 27, Section 107 and subsequent sections, as established by Maine Public Laws, 1973, chapter 626 and subsequent legislation.

Library Organizations

Librarianship is a very broad field including many specialties and many types of libraries. This results in a very large number of special interest groups many of which have their own organizations. Often such a group is part of an umbrella association while others stand alone. Following is a list of several library organizations and a brief description of those of greatest interest to Maine library trustees. For additional links, click on “library organizations” on the Maine State Library’s Homepage – <http://www.state.me.us/msl>

Maine Library Association (MLA)

The Maine Library Association (MLA) helps in developing and maintaining a statewide network of all libraries, in order to better utilize materials and personnel, and to aid libraries in meeting their user's needs. Any person, library or other institution interested in library work may become a member with the payment of the association's dues. MLA holds a statewide annual conference usually in May jointly with the Maine Association of School Librarians. In addition, throughout the year, the association offers ongoing individualized workshops and events of interest in individual districts, ongoing regional educational opportunities and the statewide annual conference mentioned above.

<http://mainelibraries.org>

Maine Library Trustees Association (MLTA)

This is the most important organization for a Maine library trustee. To join MLTA, a trustee must join the parent organization, the Maine Library Association, which offers a special membership category for trustees.

MLTA works closely with the district consultants on programs of particular interest to trustees. It provides an excellent program for trustees at the Maine Library Association/Maine Association of School Libraries annual conference. Its president sits on the Maine Library Association Executive Council and its officers and board members have direct input of trustee concerns within the library profession of the state. In addition, MLTA is very active in working for legislation that will help all types of libraries and librarians. For a membership application see the form included at the end of this handbook or write the Maine Library Association, Local Government Center, Community Drive, Augusta, Maine 04330 or call Joan Kiszely at 1-800-452-8786.

New England Library Association (NELA)

This is the regional organization and includes members from all six New England States. It is one of the oldest and strongest of the regional library associations. Unfortunately, it does not have a trustee section although many New England trustees are members. The Association sponsors an annual conference usually in the fall and provides excellent regional workshop often sponsored by the various sections. All of these provide trustees with excellent information on issues and trends affecting libraries today and provide opportunities for the exchange of ideas with trustees in other states. For information, call or write:

Executive Secretary
New England Library Association
Headquarters
14 Pleasant Street
Gloucester, MA 01930
Phone (978) 282-0787
FAX: (978) 282-1304
Email: info@nelib.org

<http://www.nelib.org>

American Library Trustees Association (ALTA)

This is the national organization affiliated with the American Library Association. It produces a brief newsletter and sells very valuable publications through the American Library Association Publications Office. They are among the most important publications for trustees being produced today. At the annual American Library Association Conference, ALTA provides outstanding programs just for library trustees. To reach ALTA, call toll-free to ALA at 1-800-545-2433 ext 2161. <http://www.ala.org/alta>

American Library Association (ALA)

One of the largest and strongest library organizations in the world, ALA provides a home for every imaginable type of librarian or library within its large number of divisions, sections, round tables, and committees. Its extensive publications produce much of the cutting-edge professional literature available today. Included with membership is a subscription to [American Libraries](#).

ALA's constant concern for national library legislation, intellectual freedom, international library affairs, publishing problems, and other concerns affect libraries and librarians everywhere.

For membership information for both ALTA and ALA, contact the American Library Trustees Association, American Library Association, 50 East Huron Street, Chicago, IL 60611 or call 1-800-545-2433.
<http://www.ala.org>

Public Library Association (PLA)

Like ALTA, the Public Library Association is a division of ALA and one must be a member of the parent organization in order to belong. ALTA and PLA often work together on projects and programs of importance to trustees. PLA also holds conferences where only public library problems are discussed. It produces Public Libraries, a quarterly journal with excellent, down-to-earth articles. Membership information may be obtained through ALA headquarters in Chicago. See the ALA entry above for details.

<http://www.pla.org>

PERIODICALS, LISTSERVES, and WEB SITES OF SPECIAL INTEREST FOR TRUSTEES

Selected National and Regional Periodicals and Newsletters

The Voice. The official ALTA Newsletter is sent to all members. Brief reports of activities of trustees and ALTA nationwide. Very good for previews and schedules of trustee programs at the annual conference.

American Libraries. 11 issues a year which is sent to all members. Primarily the magazine of ALA. Includes numerous reports of ALA and ALA's divisions. In addition, it features a wide range of articles on all library-related issues across the country and is also available online at www.ala.org/online

Library Journal. 21 issues a year, subscription \$109. for one year or free with membership in the American Library Association. A basic periodical aimed primarily at the professional librarian, but of great value for trustees. The most recent news about libraries, librarians, and anything that may affect them such as legislation and censorship. Includes excellent articles by expert authors. Also has book, magazine, and audiovisual material reviews.

New England Libraries. A bimonthly newsletter published by NELA for its members. Special reports from each of the six states, plus news of libraries and librarians from the entire region.

Public Libraries. 6 issues a year which is sent to all members of PLA. Aimed primarily for the public librarian, this provides an excellent periodical for trustees. Down-to-earth articles of great value for all involved with public libraries.

Selected Maine Library Publications and Newsletters

NEWS. Twice yearly newsletter published by the Northeastern Maine Library District. Contains current library news items, district events and short articles of interest to trustees. Sent to board chairs and every public library.

NEWS NOTES. Quarterly newsletter published by the Southern Maine Library District. Contains current library news items, district and statewide events and short articles of interest to trustees. Sent to board chairs and every public library.

Noteworthy. Twice yearly newsletter published by the Central Maine Library District. Contains current items of library news, upcoming workshops and events, and short articles of interest to trustees. Sent to board chairs and every public library.

Districtly Speaking. Twice yearly newsletter of the three library districts.

Maine Memo. Online newsletter of the Maine Library Association, updated monthly. Current listings of library – related activities and events. <http://mainelibraries.org/mainememo>

Local, State and National Listserves, Gophers and WEB Sites

ALA WEB Page. <http://www.ala.org>

American Library Trustees Association Listserve (ALTA-L). Discussion and news forum for library trustees.

To Subscribe, send mail message to: listserv@uicvm.uic.edu

Leave the subject line blank.

In the body of the letter, type: subscribe <your first name last name>

Maine Guide WEB Page. Lists services, projects, organizations and other useful resources having to do with telecommunications and electronic information access in Maine.

<http://www.state.me.us/msl/mgintro.htm>

Maine Libraries Listserve (MELIBS-L). Hosts discussion of issues, events, and questions related to library service in Maine. For more information go to www.state.me.us/msl/mgmelibs.htm

To subscribe, send mail message to: listserv@maine.maine.edu

Leave the subject line blank.

In the body of the letter type: subscribe <your first name last name>

Maine State Library WEB Page. <http://www.state.me.us/msl/msl>

Friends of the Library

A Friends-of-the-Library organization is an important support group for any library--large or small. It can be very effective as an advocacy group, and in promoting community awareness and involvement. Its membership should come from every segments of the community, the only criteria for membership being interest in supporting and improving the library and its services.

A successful Friends group has the full support and cooperation of the library staff and trustees. The organization will not flourish without their awareness and help. Friends do not make library policy; this is the function of the trustees.

Friends activities may include:

- o Public relations and outreach to the community*
- o Programming for adults and children*
- o Volunteer services for the library*
- o Fundraising*
- o Lobbying for local, state and national library legislation*

In short, a Friends of the Library organization can be an essential resource for the growth and development of a library.

Maine has approximately one hundred library Friends Groups and an active state organization--Friends of Maine Libraries (FOML). FOML can be contacted through the Library Development Office, Maine State Library, 64 State House Station, Augusta, ME 04333. This statewide volunteer organization provides special grants, resources and support to local Friends groups, educational programs for local Friends and library personnel, statewide advocacy for libraries, and a quarterly newsletter, among other activities. Both individuals and local Friends chapters may be members.

A national organization, Friends of Libraries, U.S.A. (FOLUSA), publishes a bimonthly newsletter and a book, Friends of the Libraries Sourcebook, edited by Executive Director Sandy Dolnick. This organization meets at the annual American Library Association conference. FOLUSA can be reached at: FOLUSA, 1420 Walnut Street, Suite 450, Philadelphia, PA 19102-4017. (215) 790-1674 or 1-800-936-5872, Fax (215) 545-3821, www.folusa.org

Volunteers

Volunteers are a valuable asset to the library. They may be recruited by the staff, trustees, and Friends. Once recruited, they must receive orientation, a job description, specific job training and most of all, RECOGNITION.

The volunteer should always know to whom they are accountable. This may be a staff member or volunteer coordinator. Regular evaluations of volunteers is a must and provides a chance to provide growth in the job and feedback on efforts.

For assistance with working with volunteers, ask the State Library District Consultant for materials and advice.

Library Advocacy

Trustees are the primary advocates of the library. The process of advocacy can be productive and rewarding, especially when it helps develop a constituency for the library and for the library community in Maine. Trustees should make the library a regular part of their thought process and stay informed on library issues and view the board meetings as a forum for future courses of action that helps move the library forward.

Advocacy takes place in the local community, with funding sources, with library users, with the legislature, with the business community and with the public at large. It may take place informally or through formal lobbying such as inviting local officials to programs or annual meetings, writing letters or calling local, state and national officials, appearing at committee hearings supporting library legislation or writing news releases on library issues. There is a wealth of information available on library advocacy and lobbying for libraries. See the Bibliography for further reading and ideas.

It is the responsibility of trustees to remain well informed on local, state, and national issues of interest to libraries. One of the first steps a trustee must make to stay current on library issues is through a membership in the Maine Library Trustees Association.

Appendix A

LEGAL BASIS FOR LIBRARIES

The legal basis for library service in Maine is set forth in Title 27, Maine Revised Statutes Annotated. Copies of the applicable sections are available from the Maine State Library, 64 State House Station, Augusta, ME 04333-0064

or at <http://janus.state.me.us/legis/statutes>

Other general statutes may govern access to information, confidentiality of library users and other legal matters concerning library operations.

The statutes under which libraries in the State of Maine exist are:

TITLE 27 MAINE REVISED STATUTES

CHAPTER 1 STATE LIBRARY

- Subchapter I. State Librarian
 II. Operation and Services
 III. Distribution of Books and Records

SUBCHAPTER I STATE LIBRARIAN

- Section 1. Salary; duties
 2. Contents; exchange
 3. Books lent
 4. Responsibility for books borrowed
 5. Annual report
 6. Reports from counties, cities and towns

SUBCHAPTER II OPERATION AND SERVICES

- Section31. Library hours
 32. Historical research
 34. Library extension
 36. Advice to local libraries; gifts; schools of library instruction
 37. Bookmobile service
 38. Compliance with federal law

**SUBCHAPTER III
DISTRIBUTION OF BOOKS AND RECORDS**

Section 66. Reports of departments and institutions

**CHAPTER 3
PUBLIC LIBRARIES**

- Section
101. Free public libraries established in towns
 102. Free public libraries established in village corporations
 103. Free use of library in adjoining towns authorized
 104. Towns uniting for libraries
 105. State aid for municipalities maintaining free public libraries
 106. Libraries controlled by associations assisted by towns
 107. Custody of public documents; list of books purchased
 108. Donation of books and gifts for foundation of library
 109. Gifts and devises to towns

**CHAPTER 4
REGIONAL LIBRARY SYSTEM**

- Section 110. Definitions
111. Regional library development
 112. Library Commission functions
 113. Library districts
 114. District councils
 115. Area reference and resource centers
 116. Research centers
 117. District consultants
 118. School libraries and media centers
 119. Distribution of appropriations

**CHAPTER 4-A
LIBRARY RECORDS**

Section 121. Confidentiality of library records

Records maintained by any public municipal library, including the Maine State Library and libraries of the University of Maine System and the Maine Maritime Academy, that contain information relating to the identity of a library patron relative to the patron's use of books or other materials at the library, are confidential. Those records may only be released with the express written permission of the patron involved or as the result of a court order.

Enacted by Laws 1983, c 208 and 1991, c.67.

SAMPLE BYLAWS

ARTICLE I

Section 1. Name. The name of the organization shall be "....."

Section 2. Authorization. This organization exists by virtue of the provisions of Chapter . . of the Laws of . . . and shall exercise the powers and authority and assume the responsibilities delegated to it under said statute.

ARTICLE II

Section 1. Members. The board shall consist of . . . members who shall be elected/appointed by . . . and shall serve for a term of . . . years.

Section 2. Vacancies. In case of a vacancy on the board, said vacancy may be filled by

ARTICLE III

Section 1. Officers. The officers shall be a president, vice president, secretary and treasurer, elected from among the elected/appointed trustees at the annual meeting of the board.

Section 2. Nomination. The president shall appoint a nominating committee at least three months prior to the annual meeting which will present a slate of officers at the annual meeting, having obtained their consent. Additional nominations may be made from the floor.

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

ARTICLE IV

Section 1. President. The president shall preside at all meetings of the board, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the board, co-sign any checks, serve as ex-officio voting member of all committees except the nominating committee, and generally perform all duties associated with that office.

Section 2. Vice President. The vice president shall have such powers and duties as the board and/or the president shall designate. In the absence or disability of the president or of a vacancy in that office, the vice president shall assume and perform the duties and functions of the president.

Section 3. Secretary. The secretary shall keep a true and accurate record of all meetings of the board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with that office.

Section 4. Treasurer. The treasurer shall be the disbursing officer of the board, co-sign all checks, and shall perform such duties as are generally associated with that office. They shall be bonded in an amount designated by the board.

Section 5. Vacancies. The absence or disability of the vice president, secretary or treasurer, the duties shall be performed by such other members of the board as the board may designate.

ARTICLE V

Section 1. Regular Meetings. The board shall hold regular monthly meetings at a date and hour to be set by the board at the annual meeting.

Section 2. Annual Meeting. The annual meeting for the purpose of the election of officers and the adoption of any annual report shall be held at the time of the regular meeting in the month of . . .

Section 3. Special Meetings. Special meetings may be called by the secretary at the direction of the president, or at the request of . . . members for the transaction of business as stated in the call for the meeting.

Section 4. Quorum. . . . members of the board, present in person, one of whom must be an officer of the board, shall constitute a quorum for the transaction of business at any meeting.

Section 5. Procedure. All meetings shall be governed by the latest edition of Robert's Rules of Order.

Section 6. Notice of Meetings. Written notice of the annual meeting shall be sent by the secretary at least 7 days prior to the meeting stating the place, day and hour of the meeting, and the purpose for which the meeting is called.

ARTICLE VI

Section 1. Committees. The president shall appoint committees for specific purposes as the business of the board may require. All committees shall make progress reports to the library board at each of its meetings. No committee shall have other than advisory powers unless the board votes it specific power.

ARTICLE VII

Section 1. Amendments. These Bylaws may be amended, altered, or repealed by a vote of the majority of members of the board at any annual or regular meeting of the board provided the notice of such meeting is mailed . . . days prior to the meeting and contains notice of the proposed alteration.

BYLAWS OF THE MAINE LIBRARY TRUSTEES ASSOCIATION

ARTICLE I: NAME

The name of this body shall be known as the "Maine Library Trustees Association" being a Section of the Maine Library Association.

ARTICLE II: AIMS AND OBJECTIVES

The principal objectives for which this section is formed are to promote and foster the development of libraries and library service, to provide for the exchange of ideas and experience among library board members through conferences and library publications, and by such other means as may from time to time be determined.

ARTICLE III: MEMBERSHIP

Any person who is a member of the Maine Library Association, and who has been or is a Library Trustee or member of the Board of Directors of a library or library agency, may become a member of this section. On nomination of the Executive Committee, any person who has rendered important service to library interests in the State, but who is not at the time actively engaged in library work within the State, may be elected an honorary member of the Association by unanimous vote at any annual meeting.

ARTICLE IV: OFFICERS

The officers of this association shall be a President, a Vice-President, a Secretary, and a Treasurer, each elected for a term of two years. Election of officers shall take place at the annual meeting and they shall continue in office until their successors have been chosen and qualified in their stead. Officers shall serve without compensation.

ARTICLE V: DUTIES OF OFFICERS

The President shall preside at all meetings of the Association, shall have the general supervision of the activities, and shall be ex-officio a member of all committees of the Association. The Vice-President shall, in the absence or incapacity of the President, perform the duties of the President. The Secretary shall conduct the correspondence of the Association, keep and maintain the records and, with the assistance of the Maine Library Association, shall maintain the membership roll. The Treasurer shall be responsible for all funds of the Association, shall submit a report at the annual meeting of the financial affairs, and shall be responsible for the investment and maintenance of all monies received. The Treasurer, further, shall be empowered to sign checks and make drafts.

ARTICLE VI: COMMITTEES

The President shall appoint a Nominating Committee of three members. Said Nominating Committee shall have secured the consent of the nominees in advance and shall report its nominations, if any are necessary, at the annual meeting. Other candidates may be nominated from the floor, their consent to serve having been ascertained.

The Executive Committee shall consist of seven members, four of whom shall be the officers of the Association, and three of whom shall be Members-at-Large, each elected for a two-year term, so far as is practicable so that all sections of the State will be represented. The Executive Secretary of MLA, the

State Librarian, and the President of the Maine Library Association shall be non-voting, ex-officio members of the Executive Committee.

In the event of a vacancy on the Executive Committee, exclusive of non-voting members, but including the officers (other than the President whose duties are automatically given to the Vice-President), the President shall appoint a person from the Association membership to complete the unexpired term with the approval of a majority of the Executive Committee. Four voting members of the Executive Committee shall constitute a quorum.

ARTICLE VII: MEETINGS

The annual meeting of the Association shall be held at the time and at the place of the annual meeting of the Maine Library Association.

Special meetings of the Association may be held at any time that the members may in meeting determine or the Executive Committee may call. The latest edition of Robert's Rules of Order shall determine all parliamentary procedures.

The Executive Committee shall have the power to administer the affairs of the Association, except those dealt with by the direct vote of the Association members in meeting or by mail.

ARTICLE VIII: QUORUM

Seven members shall constitute a quorum at the annual meeting or at a special meeting. A lesser number may make reasonable adjournments until a quorum is obtained.

ARTICLE IX: VOTING

Each member of this Association shall be entitled to one vote per office for a candidate standing in proper nomination; and, also, to one vote on any duly seconded motion or resolution.

ARTICLE X: AMENDMENTS

These Bylaws may be amended, altered or repealed by a favorable vote of two-thirds of the members present at any annual meeting of the Association provided a quorum is present.

Approved by the membership on June 1, 1980 in Portland, Maine. Amended and altered from the Bylaws of September 4, 1963, as amended on June 15, 1971.

Appendix B

Library Bill of Rights

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

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

Adopted June 18, 1948; amended February 2, 1961, and January 23, 1980, by the ALA Council.

For more information: <http://www.ala.org/work/freedom/lbr.html>

Freedom to Read

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove books from sale, to censor textbooks, to label "controversial" books, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to the use of books and as librarians and publishers responsible for disseminating them, wish to assert the public interest in the preservation of the freedom to read.

We are deeply concerned about these attempts at suppression. Most such attempts rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising his critical judgement, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow-citizens.

We trust Americans to recognize propaganda, and to reject it. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

We are aware, of course, that books are not alone in being subjected to efforts at suppression. We are aware that these efforts are related to a larger pattern of pressure being brought against education, the press, films, radio, and television. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of uneasy change and pervading fear. Especially when so many of our apprehensions are directed against an ideology, the expression of a dissident idea becomes a thing feared in itself, and we tend to move against it as against a hostile deed, with suppression.

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

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

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

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

We therefore affirm these propositions:

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

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

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

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

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

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

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

To some, much of modern literature is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters taste differs, and taste cannot be legislated; not can machinery be devised which will suit the demands of one group without limiting the freedom of others.

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

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

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

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

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

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

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

(This statement originally issued in May 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers. Adopted June 25, 1953. Revised January 28, 1972, January 16, 1991, by the ALA Council and the AAP Freedom to Read Committee.)

For more information: <http://www.ala.org/alaorg/oif/freeread.html>

Freedom to View

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

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

(Endorsed by the ALA/IFC and by the ALA Council on June 28, 1979. Adopted February 16, 1979 by the Educational Film Library Association; updated 1989 by the American Film and Video Association Board of Directors.)

Access to Electronic Information, Services, and Networks: An Interpretation of the Library Bill of Rights.

The world is in the midst of an electronic communications revolution. Based on its constitutional, ethical, and historical heritage, American librarianship is uniquely positioned to address the broad range of information issues being raised in this revolution. In particular, librarians address intellectual freedom from a strong ethical base and an abiding commitment to the preservation of the individual's rights.

Freedom of expression is an inalienable human right and the foundation for self-government. Freedom of expression encompasses the freedom of speech and the corollary right to receive information. These rights extend to minors as well as adults. Libraries and librarians exist to facilitate the exercise of these rights by selecting, producing, providing access to, identifying, retrieving, organizing, providing instruction in the use of, and preserving recorded expression regardless of the format or technology.

The American Library Association expresses these basic principles of librarianship in its Code of Ethics and in the Library Bill of Rights and its Interpretations. These serve to guide librarians and library governing bodies in addressing issues of intellectual freedom that arise when the library provides access to electronic information, services, and networks.

Issues arising from the still-developing technology of computer-mediated information generation, distribution, and retrieval need to be approached and regularly reviewed from a context of constitutional principles and ALA policies so that fundamental and traditional tenets of librarianship are not swept away.

Electronic information flows across boundaries and barriers despite attempts by individuals, governments, and private entities to channel or control it. Even so, many people, for reasons of technology, infrastructures, or socio-economic status do not have access to electronic information.

In making decisions about how to offer access to electronic information, each library should consider its mission, goals, objectives, cooperative agreements, and the needs of the entire community it serves.

The Rights of Users

All library system and network policies, procedures or regulations relating to electronic resources and services should be scrutinized for potential violation of user rights.

User policies should be developed according to the policies and guidelines established by the American Library Association, including Guidelines for the Development and Implementation of Policies, Regulations and Procedures Affecting Access to Library Materials, Services and Facilities.

Users should not be restricted or denied access for expressing or receiving constitutionally protected speech. Users' access should not be changed without due process, including, but not limited to, formal notice and a means of appeal.

Although electronic systems may include distinct property rights and security concerns, such elements may not be employed as a subterfuge to deny users' access to information. Users have the right to be free of unreasonable limitations or conditions set by libraries, librarians, system administrators, vendors, network service providers, or others. Contracts, agreements, and licenses entered into by libraries on behalf of their users should not violate this right. Users also have a right to information, training and assistance necessary to operate the hardware and software provided by the library.

Users have both the right of confidentiality and the right of privacy. The library should uphold these rights by policy, procedure, and practice. Users should be advised, however, that because security is technically difficult to achieve, electronic transactions and files could become public.

The rights of users who are minors shall in no way be abridged. (See: Free Access to Libraries for Minors: An Interpretation of the Library Bill of Rights; Access to Resources and Services in the School Library Media Program; and Access for Children and Young People to Videotapes and Other Nonprint Formats.)

Equity of Access

Electronic information, services, and networks provided directly or indirectly by the library should be equally, readily and equitably accessible to all library users. American Library Association policies oppose the charging of user fees for the provision of information services by all libraries and information services that receive their major support from public funds (50.3; 53.1.14; 60.1; 61.1). It should be the goal of all libraries to develop policies concerning access to electronic resources in light of Economic Barriers to Information Access: An Interpretation of the Library Bill of Rights and Guidelines for the Development and Implementation of Policies, Regulations and Procedures Affecting Access to Library Materials, Services and Facilities.

Information Resources and Access

Providing connections to global information, services, and networks is not the same as selecting and purchasing material for a library collection. Determining the accuracy or authenticity of electronic information may present special problems. Some information accessed electronically may not meet a library's selection or collection development policy. It is, therefore, left to each user to determine what is appropriate. Parents and legal guardians who are concerned about their children's use of electronic resources should provide guidance to their own children.

Libraries and librarians should not deny or limit access to information available via electronic resources because of its allegedly controversial content or because of the librarian's personal beliefs or fear of confrontation. Information retrieved or utilized electronically should be considered constitutionally protected unless determined otherwise by a court with appropriate jurisdiction.

Libraries, acting within their mission and objectives, must support access to information on all subjects that serve the needs or interest of each user, regardless of the user's age or the content of the material. Libraries have an obligation to provide access to government information available in electronic format. Libraries and librarians should not deny access to information solely on the grounds that it is perceived to lack value.

In order to prevent the loss of information, and to preserve the cultural record, libraries may need to expand their selection or collection development policies to ensure preservation, in appropriate formats, of information obtained electronically.

Electronic resources provide unprecedented opportunities to expand the scope of information available to users. Libraries and librarians should provide access to information presenting all points of view. The provision of access does not imply sponsorship or endorsement. These principles pertain to electronic resources no less than they do to the more traditional sources of information in libraries. (See: Diversity in Collection Development: an Interpretation of the Library Bill of Rights)

Appendix C

SAMPLE LIBRARY BUDGET FORM

Name of Municipality _____

Name of Library _____

Fiscal Year 20 ____ Accounting Form

	Budget for Current FY 20__	Current Year Budget Expended	Budget for Next FY 20__
Salaries	_____	_____	_____
Operating Expenses			
Insurance	_____	_____	_____
Professional Services and Fees	_____	_____	_____
Repairs and Maintenance	_____	_____	_____
Supplies and Materials	_____	_____	_____
Travel and Conferences	_____	_____	_____
Utilities	_____	_____	_____
Other	_____	_____	_____
Total Operating Expenses	_____	_____	_____
Capital Outlay			
Building	_____	_____	_____
Books, Mag. AV, etc.	_____	_____	_____

Budget for
Current
FY 20__

Current Year
Budget
Expended

Budget for
Next
FY 20__

Furniture and
Equipment

Land
Improvements

Other Capital
Expenditures

Total Capital
Outlay

REQUEST FOR PURCHASE

Title: _____

Author: _____

Publisher: _____ Date: _____

Subject: _____

Requested by: _____

Address: _____

Telephone: _____

Request represents:

Self: _____

Organization (please identify): _____

Other: _____

Recommended or reviewed by: _____

Date: _____

Library notations:

REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS

Title: _____
Author: _____
Publisher: _____
Year: _____

Request initiated by: _____

Complainant represents:

Self _____
Organization (please name): _____

Please use the back of the sheet or another sheet of paper, if necessary, to answer the following questions:

1. Did you read, view, or listen to the material in its entirety? If not, what parts did you examine?
2. To what in the material do you object? Please be specific.
3. What do you feel might be the result of reading, viewing or listening to this material?
4. For what age group would you recommend this material?
5. Is there anything good in the material?
6. Are you aware of the judgment of this material by literary critics and reviewers?
7. What do you believe is the theme of this material?
8. What do you see as the purpose of this material?
9. What would you like the library to do about this material?
10. What other material, serving substantially the same purpose, would you recommend in its place?

Date: _____
Signature

APPLICATION FOR USING LIBRARY MEETING FACILITIES

Application Date: _____

Date Requested: _____ Time Requested: _____

Group affiliation:

_____ Civic _____ Educational

_____ Social _____ Religious

_____ Other, please describe. _____

Purpose of meeting:

Contact Person: _____

Address: _____

Phone: _____ (Home) _____ (Work)

Email: _____

Estimated number to attend: _____

Because of a limited staff, it will be the responsibility of the applicant to see that chairs are set up before the meeting at such a time as not to interfere with library users and to take down chairs at the end of the meeting and return them to storage if appropriate. The applicant also accepts full liability for any damage to facilities and/or equipment, and agrees to confine the organization's activities to the assigned area. If refreshments are to be served, it is the responsibility of the group to supply all of its needs and to clean up.

The _____ Public Library will not be responsible for any materials or equipment left in the building.

If janitorial services are needed, the applicant agrees to pay for them.

The undersigned, on behalf of the organization or group has read and agrees to comply with the policy and procedures governing the use of the library.

Signature of Applicant

Approved by: _____

Date: _____

Application valid through: _____

Appendix D

ACRONYMS

AACR2	New Anglo-American Cataloging Rules for books and other materials.
ACRL	Association of College and Research Libraries, a division of the American Library Association.
ALA	American Library Association
ALTA	Association for Library Trustees and Advocates, a division of the American Library Association
ARRC	Area Reference and Resource Center. Centers for the Maine Regional Library System: Bangor Public Library, Maine State Library, and Portland Public Library
AV	Audiovisual materials, ex. CD-ROM, slides, films, videotapes
BPL	Bangor Public Library
CMLD	Central Maine Library District, headquartered at the Maine State Library.
FOLUSA	Friends of Libraries, USA. The national organization of Friends of Libraries.
FOML	Friends of Maine Libraries
FY	Fiscal year.
ILL	Interlibrary loan.
ILS	Interlibrary loan services.
ITV	Instructional television.
LC	Library of Congress
LSCA	Library Services and Construction Act. A means of national funding for public library development and other related programs.
LSTA	Library Services and Technology Act. Replaces LSCA.
LT, LTA LMT	Library Technician, Library Technical Assistant, Library Media Technician. Library support staff members with two-year associate degrees in library technology.
MARL	Maine Academic and Research Libraries, a section of the Maine Library Association.
MASL	Maine Association of School Libraries (formerly MEMA)
MELD	Library supply, equipment and furniture discount program. Administered by the Maine State Library.

MLA	Maine Library Association.
MLC	Maine Library Commission
MLS	Master of Library Science. A graduate degree in library science.
MLTA	Maine Library Trustees Association, a section of the Maine Library Association.
MRLS	Maine Regional Library System
MSL	Maine State Library.
MSLN	Maine School and Library Network
NMLD	Northeastern Maine Library District, headquartered at the Bangor Public Library.
NELA	New England Library Association.
NELINET	New England Library Information Network. A network of academic, research, public and special libraries which share library and information resources and provides New England's affiliation with OCLC.
OCLC	Online Computer Library Center. The computer network Maine libraries have joined for such services as cataloging, interlibrary loan, bibliographic reference, and training.
PPL	Portland Public Library.
SACCE	Standing Advisory Committee on Continuing Education, a committee of the Maine Library Association. (Inactive)
SCOOP	A purchasing cooperative administered by the Maine State Library consisting of books, library supplies, equipment and furniture available to libraries in Maine at a discounted price.
SLG	Special Library Group, a section of the Maine Library Association composed of staff of health science, law, corporate, and other specialized libraries.
SMLD	Southern Maine Library District, headquartered at the Portland Public Library.
SPARK	Stimulating Programs and Resources for Kids: Central Maine Library District public and school libraries involved with programs and materials review for children.
SPLA	Small Public Library Association, a section of the Maine Library Association.
UMS	University of Maine System.

BIBLIOGRAPHY

Budget/Finance

Daubert, Madeline J. Financial Management for Small and Medium-sized Libraries. Chicago: American Library Association, 1993.

Prentice, Ann E. Financial Planning for Libraries, 2nd ed. Metuchen, N.J.: Scarecrow Press, 1996.

Rounds, Richard S. Basic Budgeting Practices for Librarians, 2nd ed. Chicago: American Library Association, 1994.

Buildings/Space Planning

Dahlgren, Anders. Planning the Small Library Facility, 2nd ed. Chicago: Library Administration and Management Association, American Library Association, 1996.

Fraley, Ruth A. Library Space Planning: A How-To-Do-It Manual for Assessing, Allocating and Reorganizing Collections, Resources and Facilities, 2nd ed. New York: Neal-Schuman Publishers, 1990.

General

Swan, James. Working Together: A How-To-Do-It Manual for Trustees and Librarians. New York: Neal-Schuman Publishers, 1992.

The Library Trustee: a Practical Guidebook, 5th ed. Chicago: American Library Association, 1995.

Hiring/Evaluation

Cole, Jack. Selecting a Library Director: A Workbook for Members of a Selection Committee, Rev. ed. St. Paul, MN: Friends of the Library Development and Services Library, 1998.

Bolt, Nancy M. Evaluating the Library Director. Chicago: American Library Trustee Association, 1983.

Planning

Himmel, Ethel and Wilson, Bil. Planning for Results: a Public Library Transformation Process. Chicago: American Library Association, 1998.

Nelson, Sandra. Managing for Results: Effective Resource Allocation for Public Libraries. Chicago: American Library Association, 2000.

Policy

Baughman, James C. Policy Making for Public Library Trustees. Englewood, Colo.: Libraries Unlimited, 1993.

Larson, Jeanette. Model Policies for Small and Medium Public Libraries. New York: Neal-Schuman Publishers, 1998.

PR/Marketing

Childers, Thomas. What's Good?: Describing Your Public Library's Effectiveness. Chicago: American

Library Association, 1993.

Weingand, Darlene E. Marketing/Planning Library and Information Services, 2nd ed. Englewood, Colo.: Libraries Unlimited, 1999.