Resource Guide—California Public Library Trustees Toolkit

Note: The resources listed here are not intended as legal advice. Public library trustees should always consult their legal counsel regarding legal questions.

Organizations that support public libraries/trustees

- California Library Association (ALA)
- California State Library (CSL)
- California cooperative library systems (nine systems statewide)
- Council of California County Law Librarians (CCCLL)
- California Public Library Advocates (CPLA)
- American Library Association (ALA)
- United for Libraries (ALA division for trustees and library friends/foundations)
- Public Library Association (PLA) (ALA division)
- Council of State Library Agencies (COSLA)
- Institute of Museum and Library Services (IMLS) (independent federal agency)
- Association for Rural and Small Libraries (ARSL)
- Urban Libraries Council (ULC)
- American Indian Library Association (AILA)
- REFORMA (promoting library services to the Spanish-speaking)
- Black Caucus of the American Library Association (BCALA)
- Asian/Pacific American Librarians Association (APALA)
- BoardSource
- National Council of Nonprofits (trusted resource and proven advocate for America’s nonprofits)

About public libraries & trusteeship

- Value of California’s Public Libraries (California State Library, comprehensive work)
- Libraries Matter: Impact Research (American Library Association)
- Expect More (treatise by R. David Lankes, library scholar, educator and thought leader)
- Leadership Roles for Library Trustees (Urban Libraries Council)
- ALA Center for the Future of Libraries trends page
- Other recent studies/articles on the role of the public library:
  - “How Public Libraries Help Build Healthy Communities” (Brookings Institution)
  - “Library As Infrastructure” (in Places, 2014)
  - "Library Services in the Digital Age" (study by Pew Research)
  - “The complicated role of the modern public library”, in Humanities (National Endowment for the Humanities)
- History of US public libraries (Digital Public Library of America--online exhibition)
- Keys to the Whole World: American Public Libraries (National Public Radio--short, interesting broadcasts on public libraries in the United States, recorded in 2013)
- The e’s of libraries (American Library Association; covers what today’s libraries do for the nation’s communities--education, employment, entrepreneurship, etc.)
• Board service readiness quiz (BoardSource)

California public library laws

• California Legislative Information (Leginfo)—California Constitution and Codes
• California Library Laws (California State Library)
• Types of public libraries in California and the state laws under which they are formed
• Municode California
• Local Codes and Charters (U.C. Berkeley Institute of Governmental Studies Library)
• California Resources—Local Governments (Georgetown University Law Library)
• Serving the public interest: a legislative history of the county service area law (California Senate)
• About California special districts (California Special Districts Association)
• Joint Exercise of Powers agreement (JPA) (Sacramento Public Library)

Roles & relationships (trustees, library director, friends/foundations)

• Working Together: Roles and Responsibilities Guidelines (United for Libraries)
• The role of library trustees (United for Libraries)
• Board roles and responsibilities (National Council of Nonprofits)
• Roles of board and library director (COSLA Trustee Manual excerpt)
• Boardsmanship, or who does what? (Idaho Commission for Libraries)
• Director and Trustee Responsibilities and What They Need to Know (New Jersey State Library)
• Board and Director Roles and Responsibilities (Washington State Library)
• Working Together: Roles and Responsibilities Guidelines (United for Libraries)
• Roles of Board and Library Director (COSLA Trustee Manual excerpt)
• The Role of the Board and the Library Director (State Library of Iowa)
• Director and Trustee Responsibilities and What They Need to Know (New Jersey State Library)
• Strategic Planning: Roles of the Director & Board (North Dakota State Library)
• Board and Director Roles and Responsibilities (Washington State Library)
• Trustee "golden guidelines" for working with the library director and staff (adapted from the Washington public library trustee wiki)
• 12 golden rules for board members (United for Libraries)
• Working effectively with friends (United for Libraries Short Takes for Trustees)
• Friends and libraries: working effectively together (United for Libraries)
• Sample board policy for library friends (Fauquier Public Library)
• The role of the friends board (Friends of Libraries USA)
• Friends and foundations (excerpt from the COSLA Public Library Trustees Manual: A Template)

Bylaws & new trustee recruitment

Sample board bylaws and templates from California libraries and others:
New trustee recruitment:

- Trustees: recruiting new board members (Massachusetts Libraries)
- Building a better board of trustees (American Libraries magazine, Oct. 15, 2015)
- Board basics (New Jersey Library Trustee Association)
- Effective board recruitment for trustees and friends (Wyoming State Library)
- Board organization (Washington State Library)
- Leadership Roles for Library Trustees (Urban Libraries Council)
- Board Recruitment (BoardSource)
- Developing a Board Recruitment Process (WildApricot)
- Finding the right board members for your nonprofit (Council of Nonprofits)
- Sample board profile worksheet to identify gaps and desired board characteristics (Kentucky)
- Public library trustee position description (Lodi Public Library)
- Library trustee duties (Burlingame Public Library)
- Board member position description (Benicia Public Library)
- Sample trustee job description (Maine Library Trustee Handbook)
- Finding new board members (Utah Library Trustee Center)
Effective meetings

- Effective meetings for library trustees (United for Libraries)
- Sample California library agenda
- Effective library board meetings (COSLA)
- Sample agenda (Georgia Public Libraries)

Parliamentary procedure resources:
- Basics of parliamentary procedure (United for Libraries)
- Parliamentary procedure (good general overview by Britannica)
- Parliamentary basics (National Association of Parliamentarians)
- Parliamentary procedure at a glance (ALA)
- Robert’s Rules of Order online
- Robert’s Rules for dummies cheat sheet (dummies.com)
- Robert’s Rules of Order official website (full information and summary charts)
- Rosenberg’s Rules of Order (simplified parliamentary rules by Judge Dave Rosenberg [Yolo County, CA])
- Rosenberg’s Rules of Order at a glance (South Robertson Neighborhoods Council, City of Los Angeles)

California sunshine & ethics laws

- California meetings laws (Digital Media Law Project)
- The Ralph M. Brown Act and an analysis of its main provisions (Best Best and Krieger law firm)
- The People’s Business: A Guide to the California Public Records Act (League of California Cities)
- Understanding the Basics of Public Service Ethics Laws (California Association of Counties)
- AB 1234 Local Ethics Training (California Fair Political Practices Commission--free)
- Statement of Economic Interests Form and Instructions (CA Fair Political Practices Commission)
- Understanding public service ethics laws (Institute for Local Government, UC Berkeley)
- Ethics laws for public servants: key things to know (California Association of Counties)
- Developing a conflict of interest policy (National Council of Nonprofits)
- Brown Act closed session checklist (aid to agenda language for closed session items allowed by the Brown Act—for reference [not intended as legal advice])
The Brown Act in the COVID era:

- **Virtually challenged: public meetings in the age of COVID** (Council of California County Law Librarians)
- **Sample resolution** (AB 361 compliance—teleconferencing)

**Federal laws of particular relevance to public libraries**

- **Americans with Disabilities Act** and the ADA best practices toolkit for state and local governments
- **Children’s Internet Protection Act (CIPA)** and ALA’s **CIPA guide for libraries**
- **US Copyright Law** (Title 17), Stanford’s **Copyright and Fair Use page**, and **ALA’s copyright page**
- **Equal opportunity and affirmative action laws**, including:
  - **Title VII of the Civil Rights Act of 1964 (Title VII)** [protects against discrimination based on race, color, religion, national origin, sex, pregnancy, etc.]
  - **The Equal Pay Act of 1963 (EPA)** [equal pay for men and women]
  - **The Age Discrimination in Employment Act of 1967 (ADEA)** [protects people over 40 from age discrimination]
  - **Title I of the Americans with Disabilities Act of 1990 (ADA)** [protects qualified people with a disability from discrimination in the private sector and in state and local governments]
  - **Sections 102 and 103 of the Civil Rights Act of 1991** [permits jury trials for intentional discrimination]
  - **The Genetic Information Nondiscrimination Act of 2008 (GINA)** [prohibits employment discrimination based on genetic information]
- **Fair Labor Standards Act (FLSA)** and **associated tools for employers** from the Wage and Hour Division
- **USA Freedom Act** [replacement for part of the controversial **Patriot Act**, most of the provisions of which have now expired]

Related resources:

- **Guide to the Children’s Internet Protection Act (CIPA)** (Federal Communications Commission)
- **No-cost outreach and education programs** (U.S. Equal Employment Opportunity Commission)
Library board liability

- California public entity liability law
- Claims against the government (Sacramento Public Law Library; though intended for claimants, provides a nice summary of public entity liabilities in California)
- What it means to be a trustee (United for Libraries)
- Board liability (excerpt from COSLA Public Library Trustees Manual)
- Liability and the board: what governing teams need to know (Nonprofit Risk Management Center)

Library values & trustee ethics

- Library Bill of Rights (American Library Association [ALA])
- Library Bill of Rights Interpretations (ALA)
- Equity, Diversity and Inclusion (ALA)
- Public Library Trustee Ethics Statement (official statement from United for Libraries)

Community analysis & strategic planning

Community analysis:

- California Harwood resources (California State Library)
- The Community Centered Library (Colorado State Library)
- American Community Survey Data Tables and Tools (US Census)
- Action Guide for Re-envisioning Your Public Library (Aspen Institute)
- Niche Academy for Gale Analytics Users archived training (CALL Project, California Library Association)
- Data for Decision Making archived webinar (Infopeople)
- World Café (method for community engagement in library planning (ALA)
- Data-Driven Librarianship (tools for library and community analysis) (Public Library Association)
- Sample surveys (COSLA) [a list of library surveys, survey tools, and survey data]

Strategic planning:

- A Library Board’s Practical Guide to Strategic Planning (United for Libraries)
- Planning and evaluation resources (Public Library Association)
- Strategic Planning and Project Management video (COSLA Library Directors 101 Series)
- Library Consultants Directory Online
- California Cooperative Library Systems
- About mission statements
- Library evaluation primer (Montana State Library)
- Strategic planning resources and sample library strategic plans (Vermont State Library)
- Strategic Planning: Roles of the Director & Board (North Dakota State Library)
- Strategic plan examples from California libraries:
Hiring & evaluating the library director

Hiring the library director:

- Hiring the Library Director (COSLA Trustee Toolkit)
- Finding a Library Director (United for Libraries practical guide for trustees)
- Hiring a Library Director (Maine State Library Trustee Information Center)
- Library Director Qualifications (ALA)
- Hiring a Library Director (Washington State Trustees Wiki [scroll down for library director content–lots of good references to federal laws, though references to Washington State law do do not apply])
- Hiring and Evaluating the Library Director (New Jersey State Library trustees site)
- Guide to Finding the Right Library Director (Wyoming State Library trustees site)
- Pitfalls to Avoid (from Finding a Library Director, United for Libraries)

Evaluating the library director:

- Evaluating the Library Director (United for Libraries Short Takes for Trustees)
- Organizational Tools for Trustees (United for Libraries–offers four sample evaluation forms)
- Personnel Performance Evaluation Policies and Forms (MRSC Washington State–developed for Washington State local governments but offers many useful templates that can be adapted)
- Sample Director Evaluation Form (Georgia trustees site)
- Sample Director Evaluation Forms (New Hampshire State Library trustees site)
- Evaluating the Library Director (Google slide presentation by Jamie LaRue)
- Evaluating a Library Director (Maine State Library Trustee Information Center)
- Mid-Hudson Library Director Evaluation Part I (United for Libraries)
- Mid-Hudson Library Director Evaluation Part II (United for Libraries)

Library policy making

Note: Policies from other states may need adaptation to conform to California state/local laws and guidance

- Sample library policies (United for Libraries)
• **Sample library policies** (ALA)
• **Policy examples** (Public Library Association)
• **Policies** (Mid-Hudson Library System—helpful guide to library policy development and review)

Policy examples from California public libraries:
  o Berkeley Public Library
  o Butte County Library
  o Daly City Public Library
  o Merced County Library
  o Pasadena Public Library
  o Sacramento Public Library
  o San Diego Public Library

• **Comprehensive sample policies for public libraries** (Connecticut State Library)
• **Library policy development** (Idaho Commission for Libraries)
• **Policies and Procedures** (section on policy development from the Alabama State Library trustees guide)
• **Recommended library policies** (Kansas State Library)
• **Checklist for reviewing library policies** (Kansas State Library)
• **Developing library policies** (Maine State Library)
• **Public library policies** (Washington State)
• **Checklist for writing library policies** (Central Kansas Library System)

Dealing with common policy issues:

• **Understanding strident claims about electronic resources** (Colorado Library Consortium)
• **Weeded, unwanted and discarded books** (Friends of Colorado Libraries)
• **Intellectual freedom policy guidelines** (ALA)
• **Protecting patron privacy: library policy development** (YouTube video from the Colorado State Library)
• **How to respond to challenges and concerns about library resources** (ALA)
• **Censorship challenge tools** (ALA)
• **Dealing with challenges to materials and policies** (Wisconsin Trustee Essential #23)
• **Policies** (set of learning resources on important library policies from WebJunction)
• **Rules of conduct** example (Los Angeles Public Library)

**Budgeting & finances**

State and local support:

• **California Public Library Organization** (California State Library: overview of operational and capital funding by library type)
• **Financial support programs for California public libraries** (California State Library)
• **California Grants Portal** (California State Library: searchable database for competitive grant opportunities offered by California state agencies)
• **Library Innovation Lab grants** (California Humanities)
• California Grant Watch: grants for literacy and libraries (includes federal, state, and private grants; requires registration and payment)

Federal and private support:

• Institute of Museum and Library Services grant programs (direct federal funding for libraries and museums)
• National Endowment for the Humanities grants
• SAM.gov assistance listings (formerly the Catalog of Federal Domestic Assistance)
• Grants.gov (comprehensive federal grants database)
• Foundation Directory Online (Candid [formerly the Foundation Center]; fee-based but gives 24 hours of free online access)
• Library grants blog (by consultant Stephanie Gerding; information about national grant sources)
• Penguin/Random House grants for small & rural libraries (ARSL--rolling applications through 2022)

• Webinars and organizations for grant project development and writing:
  • Introduction to Finding Grants (Candid)
  • Introduction to Proposal Writing (Candid)
  • Winning Library Grants (Infopeople webinar by Stephanie Gerding; free)
  • Ten Tips for Library Grants (Infopeople post by Stephanie Gerding)
  • Web Junction webinars and courses (OCLC: free, requires registration)
  • Candid (formerly Foundation Center)
  • Grantsmanship Center (great source for information and training on grants)

Budgeting and budget monitoring:

• Library budget 101 (YouTube video by Robert Karatsu, Developing Leaders in California Libraries)
• Making a budget presentation (Public Library Association)
• Budgeting for library boards (Indiana State Library trustee training YouTube video)
• Values-aligned budgeting (presentation by John Chrastka, Executive Director, EveryLibrary)
• Developing the library budget (OCLC WebJunction article by the Wisconsin Department of Public Instruction; part of the Wisconsin Trustee Essentials handbook)
• Developing the library budget (Maine Library Trustee Handbook)
• Managing the library’s budget (Wisconsin’s Trustee Essentials Handbook #9)
• Public library financial management guide (Library of Michigan--useful content though geared toward Michigan library law)
• Library operations resources (California State Library)
• Organization financial assessment (Alaska State Library, Museums and Archives)
• Sample budget memo (Georgia Libraries)
• Sample budget (Georgia Libraries)

Board engagement with the budget process:

• California scenarios: the library board and the budget process (Trustee Toolkit excerpt)
• **From Awareness to Funding: A Study of Library Support in America** (OCLC, ALA, and PLA: shows that while most voters believe libraries are supported with federal and state funding, in actuality 86 percent comes from local funds)

• **Advocacy within** (California Library Association–CALL Academy webinar by Dustin Fife (free; requires registration; focuses on building relationships with decision makers to create library supporters at every level)

• **Beyond storytelling to engage leaders and enact change** (CALL Academy webinar by Patrick Sweeney, EveryLibrary; free [requires registration])

• **Navigating a challenging budget year** (ALA)

• **Engagement tools** (California Library Association)

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**Continuing education for the library board**

New member orientation:

• **Trustee orientation checklist** (Trustee Toolkit)

• **Welcoming new library trustees** (Illinois Library Association)

• **Sample board orientation guide** (North Dakota State Library)

• **Trustee Trouble: video on board orientation** (Wyoming State Library)

• **Welcoming new public library trustees: orientation tips and resources** (Colorado State Library)

• **Sample policy for board orientation** (Lied Public Library, Iowa)

Board self-evaluation:

• **A library board’s practical guide to self-evaluation** (United for Libraries)

• **Library board effectiveness** (evaluation procedure and template)

• **Evaluating the state of the library: board effectiveness** (Mid-Hudson Library System)

• **Evaluating the board** (Jamie LaRue)

• **Board self–evaluation questionnaire** –Dalhousie University (Wyoming State Library)

• **Board evaluation template** (individual and board as a whole) (Utah State Library)

• **Trustee self–assessment** (example assessment for individual trustees (Kentucky)

Learning resources:

• Sources for training resources for public libraries and trustees (California)
  - **CALL** (California Libraries Learn–California Library Association)
  - **Infopeople** (Califa Group)
  - **California Public Library Advocates** (free 3-hour workshop available on request for members)
  - **Serving with a Purpose** (annual California conference for library trustees, friends and supporters)

• Sources for training resources for public libraries and trustees (national)
  - **Webjunction Friends, Trustees and Volunteers** section (OCLC)
  - **United for Libraries resources** (Excel spreadsheet of United for Libraries resources for trustees; central place to find everything they have and whether it’s free or fee based, or for members only)
  - **United for Libraries training resources** (American Library Association)
- **WSL training calendar** (a multi-state calendar for free online library trainings from various sources, compiled and updated by the Wyoming State Library)
- **Online learning opportunities** (listing of free and fee based online learning for libraries, compiled and updated by the New Mexico State Library)
- **Recommended free training resources** (Idaho Commission for Libraries)
- **Library director 101 video series** (COSLA—short videos (10-15 minutes) with content of interest to both library directors and trustees)
- **Administration and leadership resources** (Public Library Association [division of ALA])
- **On-demand webinars (administration and leadership)** (PLA – low cost webinars on topics of interest to library directors and trustees)
- **Amigos Library Services** (training free for Amigos members, low cost for others)
- **Trustee training resources** (Central Kansas Library System)
- **Library trustees resources** (South Central Library System, Wisconsin)
- **Board development** (New York State)

- **Sources for videos and online courses** (note: videos developed by other states may include some content related to their own state laws and practices that do not apply for California):
  - **Trustee Academy** (United for Libraries; comprehensive training; fee–based)
  - **Short Takes for Trustees** (United for Libraries; a series of 10-minute videos that can be shown during board meetings to stimulate discussion about the board’s role in library governance)
  - **Trustee Trouble** (series of short videos on various topics related to library trusteeship)
  - **Getting on board** (YouTube video trustee learning series by the State Library of Pennsylvania)
  - **Trustee training videos** (Central Kansas Library System--mostly short videos to use during board meetings, from various sources)
  - **Library trustee webinars** (HATS — New York State Library; short videos [10–15 minutes]
  - **Trustee training** (RAILS: Reaching Across Illinois Library System--longer, more in–depth webinars on topics of interest to trustees)

- **Building a culture of learning**
  - **Sample board continuing education policy** (Royal Oak Public Library, Michigan)
  - **Building a culture of learning with library boards** (WebJunction webinar and resources)

- **Trustee manuals from other states**
  - **Indiana**
  - **Maine**
  - **New York**
  - **Oklahoma**
  - **Texas**
  - **Utah**
  - **Virginia: Handbook for governing boards** Handbook for advisory boards
  - **Wisconsin**

- **Trustee manual examples** (California public libraries)
  - **Altadena Library District**
- Council of California County Law Librarians
- South Pasadena Public Library
- Stanislaus County Library