SECTION I. INTRODUCTION / ORIENTATION

PURPOSE

As a director or other top public librarian in Louisiana YOU ARE NOT ALONE! Due to our state-legislated parish library systems, the similar library funding structures found across the state, and the similarities in local governance, there are problems, needs, solutions and experiences which you share with your administrative colleagues. This handbook was compiled to serve as a practical guide for you and your peers. Its intent is to illustrate how and why administrative tasks are generally performed in order to provide something concrete to apply to your library's unique situations.

The handbook is also meant to complement and expand upon the role of a public library director as described in the Handbook for Louisiana Library Trustees. As with that fine handbook, the present text hopes to facilitate the networking approach to problem solving by referencing the relevant agencies, laws, organizations, and resources you might utilize for more specific information. Whether you are a brand new director, or steeped in years of experience, it is hoped this handbook will provide a valuable source of information in those areas of public librarianship not specifically covered in library school, in the trustees' handbook, or other resources.

CERTIFICATION

By law, the director of any public library in Louisiana must be certified by the State Board of Library Examiners. A brief description of the laws relevant to certification follows. Louisiana Revised Statute (L.R.S.) 25:215 empowers the public library board of control to hire the library director, and this librarian must be certified by the State Board of Library Examiners. L.R.S. 25:222 creates this state board, appointed by the Louisiana State Board of Library Commissioners, to consist of "three experienced and trained librarians" who must hold examinations at least once a year to test applicants for certification.

The following are the current regulations and requirements the State Board of Library Examiners has established for certification:

The State Board of Library Examiners issues two types of certificates:

EXECUTIVE
PROVISIONAL

Requirements to be met by candidates for Executive Certificates are:

- A baccalaureate degree.
- Professional education, culminating in a master's degree of library science, representing a minimum of five years of study beyond secondary school level.

This degree must have been granted by a library school accredited by the American Library Association.

- Three years appropriate executive experience, after receiving the master's of library science degree.
- Meeting CE requirements as established by the State Board of Library Examiners.

Candidates for Provisional Certificates must have all of the above qualifications except the years of executive experience. Such certificates are issued by the Board only as emergency measures. It is expected that individuals holding Provisional Certificates will qualify for Executive Certificates within three years.

Candidates must attain a grade of at least 75 in the examination to be granted a certificate.

The examination covers the following aspects of public library service:

- Library organization and administration
- Library budgets and financial operations
- Standards for library service
- Louisiana library law
- Current status of library development in Louisiana

The examination includes both oral and written components. The oral examination includes an interview with the candidate. In addition, the written statements from references supplied by the candidate are used in evaluating the candidate. Application blanks for permission to take the examination may be obtained from the State Board of Library Examiners, State Library of Louisiana, P.O. Box 131, Baton Rouge, LA 70821-0131.

At the time of application for examination, all applicants for certificates as librarians shall pay a fee of $5.00 to defray expenses of the Board, as required by L.R.S. 25:222.

The examination is given annually on the last Friday in September, unless circumstances necessitate a change of date. Announcement of the examination is made at least two months before the examination is given, and all applications for that examination must be on file in the State Library not later than a month before the date of the examination. In an emergency, with special permission of the Board, a candidate may be permitted to take the examination if the application is received after the announced deadline.

The Board reserves the right to cancel any announced examination if fewer than three candidates signify their desire to appear.

Any certificate may be revoked for cause.

An Executive Certificate is issued for five years, and is renewable if the holder of same is serving in a satisfactory administrative capacity in a city, parish or state library position and has fulfilled the continuing education requirement.

A Provisional Certificate may be changed to an Executive Certificate without the necessity of another examination if the holder completes the prescribed amount of appropriate executive experience.

State Library consultants can be contacted for assistance on how to apply and prepare for the yearly examination, as well as for an explanation of the continuing education requirement for renewal.

CONTINUING EDUCATION

Continuing Education (CE) is <u>not</u> a luxury - it is imperative to seek additional training in a variety of areas, whether you are fresh out of library school or a veteran of library work. The pace of change is so great in technology, in legislation, in management techniques, in information collection, and in the expectations of patrons and staff. As librarians, none of us can or should be expected to rely only on skills from the past or "on the job" learning. Taking advantage of far-ranging CE opportunities is widely accepted as a prime tool for coping with change: an important way of our keeping up and benefiting library users in these rapidly evolving times.

In Standards for Louisiana Public Libraries 1995, the Standards Committee of the Louisiana Library Association's Public Library Section states its strong support for CE and staff development.

To insure proper support for CE the director must start with the library board. The members of the board should be educated about the benefits of continuing the education of library employees. Their approval of policies and financial support for CE is the first step toward a successful program of ongoing education. A permanent budget item to cover workshops and travel to association meetings is crucial to CE efforts.

Once the library trustees understand the importance of CE for bettering the effectiveness, morale, and service attitude of library employees, the director should take the CE message to the staff. The director must lead the way in library association membership and workshop attendance to create a positive atmosphere toward CE for professionals and all other staff. Administrators should stress the career enhancing aspects of CE and the benefits to the community once the skills from CE are put to work in the library. All workshop or conference attendees should be encouraged to report on and keep files on their CE experiences.

Maintaining a foundation of support for CE will be an ongoing task. The following are some specific habits you can foster to accomplish this:

- Encourage formal and informal discussion of CE experiences and future opportunities. Stress willingness to try and apply what is learned.
- Get involved with local, state and national professional associations--whatever your current situation affords, and work to expand your involvement in terms of funding and people. The networking contacts you and your staff make will surely help out in some crisis your library will face in the future.
- Subscribe to and read professional journals and newsletters--library and otherwise. This is a good form of CE in itself, and a logical source for learning about relevant, upcoming CE events. There are many excellent newsletters dealing directly with library issues. Also look for publications concerning areas generically related to running public organizations, i.e. fiscal management, community relations, personnel, and so on. Ask fellow directors what periodicals they read for timely, pragmatic approaches to their problems - they will tell you!

- Cull through your daily mountain of junk mail for potential workshops and conferences. There are many reputable companies constantly offering one or two day opportunities on general workplace issues, such as supervision, stress management, getting the most out of your computer, and so on. A CE experience outside the strictures of pure library topics can be invigorating and can often give you some new ways to address old problems.
- Attend workshops, conferences and meetings - take a chance! There will be that occasional workshop or meeting which, at the time, you feel is worthless. It may seem devoid of even a single positive attribute, or so different from what it was billed as that you are frustrated with the lost time. Don't despair; something may come of the experience later. If not, the occasional flop is worth the risk to get you to the invaluable functions you do benefit from.

Sources of CE

There are ongoing opportunities and sources of CE from local levels on up to the national scene. Most organizations include some program to ensure CE for their members. The following are some specific sources of CE relevant to Louisiana libraries, presented with brief explanations of their CE record and projects.

Louisiana Library Association (LLA). The annual spring conference presented by LLA is a primary CE event for all Louisiana librarians. The Public Library Section of LLA is only one of many sponsoring pre-conferences and workshops of relevance to public librarians. LLA publishes the quarterly Louisiana Libraries (formerly, the LLA Bulletin). In addition to articles and reviews, each issue contains a calendar of upcoming local and national conferences, and other CE events. LLA has a CE committee charged to promote continuing education across Louisiana. The CE Committee compiles a talent bank of speakers and surveys the CE needs of the state. http://www.leeric.lsu.edu/lla/

American Library Association (ALA). ALA, its divisions (such as the Public Library Association) and other national organizations sponsor a plethora of conferences, workshops, CE committees, journals, book publishing, videos, and other educational items and events. Information on these CE opportunities is readily available from the headquarters of the organizations, or through their associated journals. http://www.ala.org

Southeastern Library Association (SELA). Louisiana joined this regional association after the Southwestern Library Association disbanded. Begun in 1920, SELA now holds joint conferences every two years with the library associations of its various member states. Its official journal is the Southeastern Librarian. SELA objectives, as stated in the 1988 Southeastern Library Association Handbook, are to "promote library and information services in the southeastern region of the United States through cooperation, research, and the encouragement of staff development." http://www.seflin.org/sela/

State Library of Louisiana (SLL). The State Library is committed to CE in nearly all of its functions. The Spring and Fall Administrative Librarians Conferences that the State Library presents each year target public library directors and assistant directors. The conferences present speakers and discussion sessions on current issues facing Louisiana librarians. The conference topics also include news on upcoming library activities such as the annual Summer Reading Program. These meetings are great networking opportunities -- a good time to talk shop with people doing the same work as you do. Recent conference topics have included tax elections; library automation; retirement systems; personnel issues; and how to handle stressful confrontations.
In late 1998, the State Librarian appointed a Coordinator for Continuing Education to devise a CE plan. This plan would enable the State Library to offer programs and events in a more organized and efficient way to librarians across the state. The State Library periodically presents training workshops for library staff members on topics such as reference techniques, computer usage, and cataloging. C'est C.E. Bon is a monthly compilation of regional workshops and other CE activities, their costs, and how to register for them. It is mailed to parish libraries as part of the State Library's newsletter Communiqué.

School of Library & Information Science, LSU (SLIS). LSU's library school courses are another obvious source of CE. SLIS also sponsors research forums and other CE activities. The SLIS faculty is a fine source of speakers for workshops and staff development programs.

LSU Libraries. Since 1965, the LSU Libraries have presented the Schwing Lecture Series. Utilizing funds donated by the Schwing family of Plaquemine, Louisiana, the Schwing lectures are held at least once a year on the LSU campus in Baton Rouge. Nationally renowned library figures are brought in to lecture on topics of interest to Louisiana librarians, library staff, and library school students.

Regional Library Cooperatives. The Bayouland Library System, Libraries Southwest, the Green Gold Library System, and the Trail Blazer Library System regularly sponsor CE activities in their locales.

Office of Government Programs, LSU. This office of the Division of Continuing Education at LSU is a good example of CE opportunities to be found outside the usual library realm. The Office of Government Programs sponsors workshops in the public sector, some of which can benefit public librarians.
http://www.doce.lsu.edu/government/index.htm

ETHICS

Public library trustees, directors, and staff must answer in matters of ethics to the State Board of Ethics. In fact, L.R.S. 42:1161 obligates every public agency head to file confidential reports with this board on any matter that he believes may constitute a violation of the ethics code. The board, by issuing advisory opinions, helps safeguard public employees (including unpaid board members) from violating state conflict of interest and other laws. The board will render formal advisory opinions upon written request; commission staff members accept telephone calls and will provide informal oral opinions.

Examples of conflict of interest violations about which the board would concern itself include these: a library's contracting with a current or former board or staff member's business for the provision of goods, services, or supplies; a library's hiring a board member's or administrator's immediate relative (nepotism) *; a board or staff member's accepting gifts or outside income offered because of the library connection. Library trustees and staff would probably agree upon the importance of avoiding even the appearance of impropriety in matters of ethics, of striving to conform not only to the letter of, but also to the spirit of Ethics Board guidelines, directives, opinions, and rulings.

Copies of Ethics Board opinions are available from the State Library. For the text of the Code of Governmental Ethics, see L.R.S. 42:1101 et seq.

Sources - State Ethics

Ethics Quarterly: Selected Opinions of the Louisiana Board of Ethics. Published quarterly.

Guide to Louisiana's Code of Governmental Ethics. Pamphlet.

State of Louisiana. Code of Governmental Ethics. Published by Secretary of State from House of Representatives Database. 1994.

These publications are available from the Louisiana Board of Ethics, 8401 United Plaza Blvd., Suite 200, Baton Rouge, LA 70809, (225) 922-1400 http://www.ethics.state.la.us/
* L.R.S. 42:1119(C)(2) makes provisions for relatives already working in the agency.

AMERICAN LIBRARY ASSOCIATION CODE OF ETHICS *

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment. We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

I. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.

II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.

III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.

IV. We recognize and respect intellectual property rights.

V. We treat co-workers and other colleagues with respect, fairness and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.

VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.

VII. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.

VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Traditionally, the Louisiana Library Association adopts the ALA Code of Ethics. For trustee code of ethics, see Handbook for Louisiana Library Trustees.

The text of the ALA Code of Ethics is also available on the ALA web site at http://www.ala.org/alaorg/oif/ethics.html.

* Adopted by the ALA Council, June 28, 1995.

CONFIDENTIALITY

State Law Concerning Library Patron Records

Louisiana Revised Statutes may be found on the Louisiana Legislature's web site.

L.R.S. 44:13 addresses the issue of confidentiality of records of library patrons. L.R.S. 44:13(A) prohibits publicly supported libraries from disclosing patron circulation records, with the following exceptions:

- a parent or custodian of a minor seeking access to the minor's records;
- a person acting within the scope of his duties in the administration of the library;
- a person authorized in writing by the patron in question to inspect such records;
- a person authorized by court order.

L.R.S. 44:13(B) prohibits disclosure of patron registration records, with the same exceptions listed for L.R.S. 44:13(A).

L.R.S. 44:13(C) specifies that these prohibitions must not be construed as a means of hindering a library from collecting overdue materials or fines.

State Law Concerning Library Personnel Information

L.R.S. 44:11 provides for the confidentiality of certain information in a public employee's personnel records:

- an unlisted or private home telephone number;
- a home telephone number whose confidentiality the employee has requested;
- a home address whose confidentiality the employee has requested.

American Library Association Statement on Confidentiality of Library Records

The American Library Association strongly recommends that the responsible officers of each library, cooperative system, and consortium in the United States: Formally adopt a policy which specifically recognizes its circulation records and other records identifying the names of library users with specific materials to be confidential. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigatory power.

Resist the issuance or enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction. *

From <u>ALA Policy Manual</u> in <u>ALA Handbook of Organization, 1998-99</u>. Chicago: ALA, 1998

The text of the above can also be found on the ALA web site at http://www.ala.org/alaorg/oif/pol_conf.html.

*This point means that upon receipt of such process, order, or subpoena, the library's officers will consult with their legal counsel to determine if such process, order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order, or subpoena is not in proper form, or if good cause has not been show, they will insist that such defects be corrected.

GOVERNMENTAL STRUCTURE/LINES OF AUTHORITY -- PUBLIC LIBRARIES

Louisiana Revised Statutes may be found on the Louisiana Legislature's web site.

Generally the power flows from the state to the local governing authority to the library board of control to the director.

- Louisiana Revised Statutes (L.R.S.) 25:211 and 25:212 empower the police jury or other local governing authority to establish a public library by passing an ordinance.

- L.R.S. 25:213 enumerates methods by which the governing authority may raise money to acquire sites and construct library buildings: anticipation of revenues, bond issues, special tax, use of maintenance tax.

- L.R.S. 25:214 calls for the governing authority to name a five to seven member board of control, specifies the members' terms of office and names the police jury president or other top local official an ex officio, voting board member.

- L.R.S. 25:215 enumerates the board's duties and powers, notably the "authority to establish rules and regulations for its own government and that of the library"...to hire a head librarian and to fix staff salaries and compensations.

- L.R.S. 25:217 empowers the local governing authority to hold an election to secure an operating and maintenance tax for the library's exclusive use.

- L.R.S. 25:220 provides a method for payment of library expenses each month: The board of control or its designated representative, usually the president, approves the expenses, and the governing authority pays them out of library funds.

- Finally, L.R.S. 25:221 empowers the board to accept upon the library's behalf gifts made without conditions but requires governing authority approval of gifts conditionally made. In addition 25:221 calls for the library director to expend or invest such gifts with board approval.

Thus state law provides the theory of the library's governmental structure and sketches lines of authority. In reality there are exceptions to the basic pattern, some provided for by modifications of the law and some de facto. What follows are three examples, varying in significance, of these exceptions: L.R.S. 25:214 has been expanded to permit one parish to have a nine member board of control thus making possible board representation for each of the parish's nine police jury districts. L.R.S. 25:215 has been expanded to transfer certain libraries' accounting/bookkeeping functions from local governing authorities to the libraries thus assuring the latter fiscal independence. Finally, some parishes have replaced police juries with local governments based on electorate-approved home rule charters. It is considered that

these local governments enjoy independence at the expense of their ties to state government. As a result certain library boards have lost their nearly autonomous status as library boards of control to become advisory boards existing at the pleasure of the home rule charter based governments. At this point the Louisiana attorney general's office has published conflicting opinions* pertaining to the status of such boards, and ultimately court action could prove necessary to resolve the issue.

* Attorney General Opinions

- 90-607A, February 7, 1991
- 90-607, December 21, 1990
- 90-353, July 20, 1990
- 90-342, July 20, 1990
- 90-220, June 4, 1990

Copies of the above are available from Library Development Division, State Library of Louisiana, P.O. Box 131, Baton Rouge, LA 70821 (225) 342-4931.

RESPONSIBILITIES

Responsibilities of the library director, board and the local governing authority are interdependent, not discrete. The following chart sketches perhaps the basic pattern of these interdependent responsibilities as provided for by L.R.S. 25:211 - 25:223. Of course the pattern can vary from parish to parish.

A. Policy Making

The Board	The Library Director
1. Determines the goals and objectives of the library and methods of evaluating progress toward meeting them.	1. Provides assistance and direction to the board in setting goals and objectives and determining methods of evaluation.
2. Considers what policies are needed to carry forward the library's plan most effectively.	2. Recommends policies needed. Advises board on merit of decisions it is considering.
3. Officially adopts library policies.	3. Administers library in accordance with adopted policies. Interprets policies to staff and public.
4. Establishes policies dealing with material selection, print and non-print.	4. Selects and orders all books and other library materials, print and non-print.

B. Administration of the Library

The Board	The Library Director
1. Has indirect responsibility through the employment of a library director and the adoption of plans, policies and budget.	1. Has direct responsibility for administration of the library within the framework of the board's plan, policies, and budget.
2. Keeps in touch with library's progress and problems through librarian's reports, personal use of the library, and feedback from the public.	2. Reports at each board meeting and in other ways keeps board informed of library's progress and problems.

C. Personnel

The Board	The Library Director
1. Employs library director and confirms staff appointments.	1. Employs and supervises staff.
2. Sees that personnel policies provide fringe benefits, such as vacation, sick leave, and compatible working conditions. (Insurance plans are recommended but not mandated. Opportunities for professional growth should be considered.)	2. Recommends needed improvement in working conditions, fringe benefits, and salary scale.
3. Provides adequate salary scale for staff and approves salaries for staff.	3. Utilizes skills and initiative of staff members to the library's advantage. Recommends salaries.
4. Develops criteria for evaluating library director's effectiveness. Performs periodic performance evaluations of the director.	4. Suggests basis for evaluation criteria and provides materials for board study. Maintains records of personnel evaluations.

D. Budget

The Board	The Library Director
1. Scrutinizes preliminary budget submitted by library director, makes necessary changes, officially adopts budget. Explores and considers all ways of increasing library's income through new sources and cooperating with other libraries or agencies.	1. Prepares preliminary budget recommendation based on present and anticipated revenues and needs in relation to the board's plan for library growth. Calls board's attention to ways of stretching budget through cooperation with other libraries or agencies.
2. Authorizes expenditures in accordance with the budget.	2. Decides on use of money on the basis of the approved budget.

E. Board Meetings

The Board	The Library Director
1. Attends and participates in all regular and special meetings.	1. Attends all regular and special board meetings, except those at which library director's employment, salary, or performance are to be considered.
2. Maintains "open meetings" as required by law.	2. Gives appropriate public notice of meetings.
3. Approves minutes.	3. Acts as secretary to the board, prepares agenda, provides minutes.

F. Public Relations

The Board	The Library Director
1. Establishes and participates in planned program of public relations.	1. Maintains an active program of public relations.
2. Serves as "connecting link" between the library and the community, interpreting the one to the other.	2. Interprets board policies to staff and public and involves library in community activities.
3. Keeps political fences mended.	3. Keeps political fences mended.

G. Continuing Education

The Board	The Library Director
1. Reads trustee materials and library-related publications.	1. Calls significant materials to attention of library board.
2. Sees that new trustees have planned orientation.	2. Organizes orientation of new trustees.
3. Attends district, state, and national trustee or trustee-related meetings.	3. Informs trustees of important meetings and workshops for them to attend. Urges travel money be provided in budget.
4. Belongs to the Louisiana Library Association and the American Library Association.	4. Urges payment of dues in budget.

H. Planning for the Library's Growth

The Board	The Library Director
1. Analyzes the community and considers library's strengths and weaknesses in relation to it.	1. Suggests and provides materials for community analysis. Helps analyze the library's strengths and weaknesses.
2. Sets goals and adopts short and long-range plans for library's growth.	2. Recommends plans for library's growth and means for implementing plans.
3. Sets priorities and decides on course of action to implement plans.	3. Administers library in terms of plans adopted by the board.
4. Considers the advantages of membership in a library system.	4. Supplies materials allowing board to become knowledgeable about library systems.

Further board and library director responsibilities involve the governing authority. The following chart sets out these interrelationships. Again, the pattern varies from parish to parish.

Library Board	Library Director	Governing Authority
1. Sends to governing authority names of persons recommended for appointment to the board.	1. Informs board when new appointment is necessary. Reminds secretary of governing authority.	1. Appoints board members. (police jury president is a voting, ex-officio member, or may designate a jury member as alternate.)
2. Requests tax election. Requests and justifies millage. (Some libraries are supported by direct appropriation from the governing authority.) Works to insure tax passage.	2. Provides counsel and documentation. Helps to plan educational information for the tax election.	2. Sets tax election millage after consultation with board. (Some libraries are supported by direct appropriation from the governing authority.) Calls tax election. Thereafter, levies library tax millage annually.
3. Officially adopts budget.	3. Prepares budget.	3. Procedures vary from parish to parish. Governing authority may approve/adopt budget as presented by Board.
4. Board president or designee approves expenditures.	4. Prepares claims for approval.	4. Procedure for handling of funds and payment of expenses varies from parish

		to parish. Police jury may charge for bookkeeping, administrative, and clerical services. (L.R.S. 33:1236 (35)(a))
5. Approves purchase of major furniture or equipment needed. Advertises for bids and awards contracts where authorized.	5. Advises board of needs and provides specifications. Purchases items as authorized.	5. Advertises for bids and awards contracts based on public bid law and local policy.
6. Decides on property to be leased.	6. Locates property, counsels board, and negotiates with landlord.	6. Approves and signs lease
7. Decides on appropriate property and mode of financing (from budget, bond issue, new tax, etc.) (See p. 61 Section IX: Construction in Trustees' Handbook)	7. Helps to locate property and negotiates with seller.	7. Approves selection, purchases property, and takes title for library.
8. Works to insure a good political climate. Appears before governing authority to report or commend from time to time.	8. Provides background information to board members. Offers services to governing authority members.	8. Makes agenda time available to board when it is requested.

STATE LIBRARY OF LOUISIANA *

Every library director should understand the vital, supportive role of the State Library and its capacity to contribute to the excellence of local library service. Because of the State Library, directors need not operate in a vacuum or feel isolated no matter how remote their libraries.

The support the State Library provides is in services and special programs, not in financing local library operations. It has entered state folklore that parish libraries have fiscal ties to the State Library so that if local support fails, the State Library will step in and assume the library's financial obligations. This view has no foundation in fact. Parish libraries are financially independent of the state and require local support for existence. However, the State Library does offer local libraries many varied services.

*formerly the Louisiana State Library or LSL

Library Development Division

One of the most useful services offered is help from the Library Development (LD) Division's consultants who swing into action upon the director's request. Consultants visit each local library system regularly and consult routinely by e-mail or on the telephone; but they can also advise directors on planning and executing special projects, such as tax election campaigns, new services or construction. Consultants can provide sample materials such as personnel and operations policies, requests for proposals and invitations to bid, long range plans, building programs, service contracts, grant applications, tax election public relations materials, job descriptions, salary scales and so on. Consultants can provide information about how other libraries perform certain tasks or information about which libraries are doing what. Consultants can obtain information for librarians from state or federal agencies. Consultants will attend upon request meetings of the friends group, board or local governing authority. Consultants can offer moral support. When in doubt about whether or not a consultant can help, ask. In addition, LD consultants coordinate special projects, among them these recurring ones: statewide summer reading program (annually providing libraries thematic materials, programming ideas and performers); public library statistics collection; and distribution of state and federal monies available for public libraries.

Users' Services Branch

The State Library's Users' Services Branch supplements local collections by lending technical, specialized materials (both books and serials) which public libraries could not justify buying. Likewise, this branch offers local libraries backup reference services by personnel with access to the latest information tools including electronic databases and CD-ROM products.

In addition, the branch's Louisiana Section tries to buy and lend all books published about Louisiana or by Louisiana authors thus again augmenting local collections. Louisiana reference service is based on a collection of state related

materials including genealogy; current census materials; state agencies information; and state codes, laws, regulations and legal opinions. This section is a full historical depository for Louisiana documents.

Further, Users' Services supplements its lending and reference services with LAsernet, the statewide bibliographic data base for interlibrary loan.

Special Services Branch

The Special Services Branch includes the <u>Audiovisual Resource Center</u>. The Center collects and lends

- VHS tapes, including documentaries, travel, instruction, art, opera, literature
- audio books, including popular fiction, non-fiction, and classic literature
- 16mm films, primarily children's
- audiocassettes, including foreign language instruction and spoken word;
- compact disks including classical music, jazz, folk, collections, and historically or critically acclaimed recordings of popular artists such as the Beatles, Elvis Presley, and Ella Fitzgerald
- audio and video media on Louisiana subjects such as jazz, Zydeco, Cajun music, Cajun French, humor, and musicians
- management videos and videos devoted to library topics

The other Special Services section, the <u>Section for the Blind and Physically Handicapped</u>, provides materials in a variety of formats -- Braille, records, audiotapes, and large print -- to people whose physical impairments or other disabilities make it impossible for them to use traditional library materials. The section's also sponsors an annual summer reading program for children who are unable to read standard print books. See Section for the Blind and Physically Handicapped in this handbook for additional information.

Technical Services Branch

The Technical Services Branch offers public libraries help with cataloging, processing and collection maintenance. Technical Services personnel can provide call numbers, subject headings and other information for hard-to-catalog materials. They can also interpret and give guidance in negotiating general cataloging rules. In addition, they advise on buying processing supplies and on bookbinding.

Computer Services Component

The Coordinator of Computer Services heads this component, overseeing all State Library systems and network technology and policy. Computer Services concentrates on computer network development, operation, and training. In addition to oversight of the State Library's integrated library system and the LAsernet interlibrary loan system, the office designs and conducts in-house and statewide training programs

on relevant topics. The component also provides consulting for other libraries and State Library staff on the selection and use of computers and related equipment; for the administration, it provides consulting on automation of State Library operations.

STATE LIBRARY SERIAL PUBLICATIONS

You can access many of these titles online:

Audio Catalog (annual) A compilation of State Library compact discs, audiobooks, and audiocassettes including music, spoken word, and foreign language instruction.

Communiqué (monthly) A newsletter covering library activities throughout the state. It includes C'est C.E. Bon, a listing of upcoming continuing education events.

Foreign Language Catalog (irregular) A compilation by language of State Library foreign language titles.

Insights (irregular, web only) A publication offering in-depth coverage of library administration and management topics.

Large Print Books (irregular)

Louisiana Directory of Performing Artists (irregular) A list of artists, singers, dancers, story tellers, puppeteers, mimes and other performers available for library programming.

Louisiana Hotlines (quarterly) A large print newsletter of the Section for the Blind and Physically Handicapped.

Louisiana Library Directory (annual) A list of public, academic, institution and special libraries and their directors, as well as public library trustees.

Louisiana Summer Reading Program Manual (annual) A compilation of ideas and activities to help individuals conducting the children's summer reading program.

Monthly List A compilation of state documents processed by the Recorder of Documents office.

Official Publications (quinquennial) An indexed compilation of Public Documents.

Public Documents (semiannual) An indexed compilation of Monthly List.

Public Libraries in Louisiana: Statistical Report (annual) A statistical report compiled from reports submitted each year by Louisiana's public libraries. It particularly helps the director ascertain how his library compares to others in the state.

Searching for Your Louisiana Ancestors (irregular) A guide to genealogical materials available from the State Library.

Video Catalog (annual) Annotated catalog of Audiovisual Resource Center video holdings.

STATE LIBRARY OF LOUISIANA TELEPHONE NUMBERS

ADMINISTRATION	(225) 342-4923 (225) 219-4804 FAX
AUDIOVISUAL RESOURCE CENTER	(225) 342-4940 (225) 342-6817 FAX
BLIND AND PHYSICALLY HANDICAPPED	(225) 342-4944 (800) 543-4702 (225) 342-6817 FAX
CATALOGING ASSISTANCE	(225) 342-4938
CIRCULATION	(225) 342-4915 (225) 291-4725 FAX
COMPUTER SERVICES	(225) 342-3389 (225) 342-7962 FAX
CONSULTANT (NORTHWEST, CENTRAL LOUISIANA)	(225) 342-4933
CONSULTANT (NORTHEAST, SOUTHEAST LOUISIANA)	(225) 342-4951
CONSULTANT (SOUTH CENTRAL, SOUTHWEST LOUISIANA)	(225) 342-4932
INTERLIBRARY LOAN	(225) 342-4919 (225) 291-4725 FAX
LIBRARY DEVELOPMENT	(225) 342-4931 (225) 342-3547 FAX
LOUISIANA SECTION	(225) 342-4914 (225) 342-2791 FAX
REFERENCE	(225) 342-4913 (225) 291-4725 FAX
SERIALS/LOAN REFERRAL SECTION	(225) 342-4919

STATE LIBRARY OF LOUISIANA E-MAIL ADDRESSES

Departments

Acquisitions	acqdept@pelican.state.lib.la.us
Administrative	admin@pelican.state.lib.la.us
A-V	av@pelican.state.lib.la.us
Circulation	circ@pelican.state.lib.la.us
Computer Services	css@pelican.state.lib.la.us
Documents	docs@pelican.state.lib.la.us
ILL	ill@pelican.state.lib.la.us
LLA	lla@pelican.state.lib.la.us
Library Development	libdev@pelican.state.lib.la.us
Louisiana	ladept@pelican.state.lib.la.us
Louisiana Center for the Book	rmills@pelican.state.lib.la.us
Reference	ref@pelican.state.lib.la.us
SBPH	bph@pelican.state.lib.la.us
Serials	serials@pelican.state.lib.la.us
Support Services	support@pelican.state.lib.la.us
Technical Services	techserv@pelican.state.lib.la.us

Individuals

State library employees are assigned e-mail addresses as follows:

XY@pelican.state.lib.la.us
where X is the 1st initial of the 1st name and Y is the first (up to) seven letters of the last name.

Examples

John Robinson's e-mail address would be jrobinso@pelican.state.lib.la.us.
John Smith's e-mail address would be jsmith@pelican.state.lib.la.us.

Electronic Access in Louisiana Public Libraries

Many factors have contributed to progress toward electronic access for all in the state's public libraries.

Interlibrary Loan/LAsernet

In the early 1970s a Louisiana Library Association committee produced the first version of a statewide union list which would greatly facilitate interlibrary loan and establish the feasibility of creating an electronic database for it. The Louisiana Numerical Register (LNR) was a union list of books presented by Library of Congress catalog card numbers arranged in numerical sequence, each number being followed by location symbols. Thus, the LNR enabled personnel to tell at a glance which libraries owned specific titles. In 1987, LAsernet, the nation's first CD-ROM bibliographic database linked to an automated referral system, enabled the electronic transmission of batches of interlibrary loan requests and responses. In the late 1990s, the ILL process evolved into an interactive Internet-based system.

LOUIS: The Louisiana Library Network

LOUIS: The Louisiana Library Network http://www.lsu.edu/louis is the system which automates and links Louisiana's academic libraries and enables a patron to determine the holdings of academic libraries across the state. It is also a statewide academic, public and school library network providing patrons with access to online resources including journal databases and LOUIS OPACs. Orignially funded by $4,000,000 in grants from the U.S Department of Education and the Louisiana Education Quality Support Fund, LOUIS aimed 1) to automate and network Louisiana's public academic libraries; 2) to increase library cooperation throughout the state; 3) to provide network access to journal databases, the Internet and other online resources; and 4)to extend this network access to public libraries in every parish. LOUIS is now supported by the State Library, academic libraries, and public libraries across Louisiana. Public library directors, systems and electronic resources personnel are encouraged to subscribe to LOUIS's electronic discussion list. Postings include database trial information, questions related to public library electronic access, upgrades and maintenance, and relevant announcements. Information on subscribing to this list can be found online at http://lsumvs.sncc.lsu.edu/ocs/louis/documentation/listserve.html.

LaNet

Louisiana's wide area multi-protocol network (LaNet) refers to the telecommunication network, as well as to personnel at the Louisiana State Office of Telecommunications (OTM) who maintain and enhance it. LOUIS, the State Library, and the state's public libraries all utilize LaNet to communicate with one another and to access the Internet.

Louisiana Libraries Connect

In 1997 the Foster administration endorsed Louisiana Libraries Connect (a three-year plan to bring Internet access and electronic resources to every Louisiana public library) when it added $2,000,000 to the executive budget for this project.

Gates Library Initiative

In 1998, by means of a statewide partnership grant administered by the State Library, the Gates Library Initiative (formerly the Gates Library Foundation) provided Louisiana public libraries with some $7.25 million worth of equipment, technical assistance and training. The grant money financed the installation of more than 1100 computers for public Internet access at the 327 public library sites (headquarters and all branches) in the state, as well as training for 1300 staff members. The Gates Center for Technology Access (formerly TRI) provides technical support for this project.

Universal Service Fund/E-Rate

The Telecommunications Act of 1996 expands universal service---previously designated to ensure consumers affordable access to basic telephone service---to include an e-rate or education rate for schools and libraries. As part of the e-rate, telecommunications carriers must now offer their lowest corresponding rates to elementary and secondary schools and to public libraries. In addition, schools and libraries are allowed 20-90 percent discounts on top of the lowest corresponding rate for telecommunications services, Internet access and internal connections.** The Schools and Libraries Division web site.

*See also Library Services and Technology Act (LSTA) and State Aid to Public Libraries in this handbook.

**From e-rate hotline What Is the E-Rate? at http://www.eratehotline.org/

WEBSITES OF INTEREST

American Library Association http://www.ala.org

Americans with Disabilities Act Document Center http://janweb.icdi.wvu.edu/kinder/

Consolidated Omnibus Reconciliation Act (COBRA)
http://gatekeeper.dol.gov/dol/pwba/public/pubs/COBRA/cobra95.htm

Gates Center for Technology Access (GCTA, formerly TRI)
http://www.techresource.org/gcta

Gates Learning Foundation http://www.glf.org/LearningFoundation/

InfoLouisiana http://www.state.la.us/

LANET http://www.state.la.us/otm/lanet

Library Services Technology Act http://www.imls.fed.us/mlsa.html

Louisiana Legislative Auditor http://www.lla.state.la.us/

Louisiana Library Association (LLA) http://www.leeric.lsu.edu/lla/

Louisiana Library Network (LLN) http://www.lsu.edu/lln

Louisiana State Board of Ethics http://www.ethics.state.la.us/

LSU School of Library & Information Science http://adam.slis.lsu.edu/

Medicare http://www.hcfa.gov/

Schools & Libraries Division (SLD) http://www.sl.universalservice.org/

Southeastern Library Association (SELA) http://www.seflin.org/sela/

State Library of Louisiana http://www.state.lib.la.us/

State Purchasing Contracts http://www.doa.state.la.us/osp/osp.htm

Tax Elections Schedule for Louisiana http://www.sec.state.la.us/elect-3.htm

SERVICES TO BLIND AND PHYSICALLY HANDICAPPED

Through its affiliation with the National Library Service for the Blind and Physically Handicapped, the State Library provides free public library service to any person who is unable to read or handle ordinary printed materials because of visual, physical, or reading disability. The same service is available to agencies and institutions which serve such individuals---schools, nursing homes, rehabilitation centers, and others.

The primary service offered is through the Talking Books program. Talking Books are recordings on records and cassettes of books and magazines. Record and cassette players are available on loan. Braille and large print books are also available. All materials and equipment are mailed directly to the home or agency, and no postage is required either way.

For an individual to use this service from the State Library of Louisiana, it is only necessary to have a doctor or other competent authority complete the form <u>Application For Free Library Service</u>. The application form will show: (1) the applicant's full name and address; (2) the visual or physical handicap which prevents the applicant from reading or handling conventional printed matter; (3) a brief description of the degree of severity of the condition; and (4) the name, signature, and title of the doctor or other certifying authority. Note, in case of a reading disability, a medical doctor's signature *is* required.

Mail the form(s) to: State Library of Louisiana
Section for the Blind and Physically Handicapped
P. O. Box 131
Baton Rouge, LA 70821-0131
1-800-543-4702

LOUISIANA CENTER FOR THE BOOK *

The Louisiana Center for the Book at the State Library of Louisiana celebrates the achievements, past and present, of Louisiana's powerful and imaginative authors. The Center brings public focus to the value of books, reading, literacy, libraries, and culture. It seeks to excite readers and writers alike to carry forward the challenge of literary excellence. The State Library provides, through Center activities, opportunities for Louisiana citizens to embrace their literary heritage.

For more information about the Louisiana Center for the Book, contact State Library personnel at (225) 342-9714, or e-mail rmills@pelican.state.lib.la.us.

* Adapted from Louisiana Center for the Book Inaugural Celebration Pamphlet, March 17-18, 1995.

LIBRARY DEVELOPMENT IN LOUISIANA -- AN OVERVIEW

State Library

The State Library of Louisiana was established as an independent state agency in 1925 and remained so until the reorganization of state government's executive branch mandated by the 1974 constitution. By legislation implementing this reorganization, the State Library became an office in the Department of Culture, Recreation and Tourism. At this time the State Library Board of Commissioners, made up of five gubernatorial appointees, became advisory but retained the authority to appoint the state librarian who must meet the qualifications set forth in state library law.

The State Library exists to meet Louisiana citizens' education, information and recreation needs. Traditional State Library functions include:

- To work toward a coordinated statewide system of parish and regional libraries.
- To coordinate library service so as to afford schools, colleges and universities the best free library service possible through interloan arrangements.
- To give on request supervisory/advisory service to all institution, parish and public libraries.
- To require institution, parish and public libraries to file annual reports.
- To administer federal and state funds for library aid.
- To conduct courses of study and/or continuing education activities.

Currently, the State Library uses its publication Five Year Plan for Improving Louisiana Library Services, 1998-2002 as a guide to improving library service for all the state's citizens. The plan establishes goals and priorities for the state, consistent with the purposes of the Library Services and Technology Act (LSTA), a federal program enacted in 1996.

The LSTA program is administered by the State Library. The purposes of LSTA are:

- To establish or enhance electronic linkages among or between libraries.
- To link libraries electronically with educational, social, or information services.
- To assist libraries in accessing information through electronic networks.
- To encourage libraries in different areas and to encourage different types of libraries to establish consortia and share resources.
- To pay costs for libraries to acquire or share computer systems and telecommunications technologies.
- To target library and information services to persons having difficulty using a library and to under-served urban and rural communities, including children (from birth through 17) from families with incomes below the poverty line.

Public Libraries

The State Library played a central role in the establishment of nearly all of Louisiana's parish libraries and has always maintained close ties with them. Except for five public libraries already established in larger cities, the state's parish and regional libraries owe their existence to the State Library and its demonstration method. With the initiative coming from local citizens, and after the police jury had passed an ordinance establishing the library, the State Library would set up a parish library and staff and operate it for one year. This method originated from the theory that if parish citizens had the opportunity to experience good library service, they would recognize its value and vote to support such service after a year's demonstration. In almost every case, the theory proved true.

The State Library bore most of the expense of the year long demonstrations. Before the passage of the 1956 Library Services Act, the local governing authority contributed substantially to the operations cost. After 1956, the state library reduced the local financial contribution but continued to require a small amount of local money to insure the police jury's commitment to the project.

Most Louisiana public libraries exist as parish-wide systems because of the demonstration method and the Louisiana law governing parish and municipal libraries (L.R.S. 25:211-223).

In the 64 parishes there are 65 public libraries. Sixty of these are parish-wide; one is a three-parish consolidated unit; one is a bi-city library in a parish without parish-wide service; two are independent city libraries in parishes with parish-wide service; and one is a district library serving three towns and their outlying areas (see Map of Louisiana Public Libraries in this handbook). [map not currently available]

Systems

By 1969, the State Library had completed the establishment of public libraries and thus turned its attention to methods of improving service. Between 1966 and 1968 two library consultants made a comprehensive study, the Humphrey Survey, of the state's library service so as to recommend a future course of action. The survey's recommendation was for the organization of library systems consisting of groups of libraries within a defined geographical area cooperating to improve library services.

The basic objective of these systems would be to use interlibrary loan to make materials in member libraries--public, academic and special--more easily available to area residents.

To speed service the systems would offer twice weekly delivery among libraries. In addition, systems would provide continuing education for library trustees and staff; local history and genealogy collections; programs for special groups (children, seniors and adult nonreaders); and public relations.

The Louisiana Library Association committee appointed to study the Humphrey recommendations endorsed the organization of library systems but recommended gradual implementation. Thus the State Library would again employ its demonstration method, this time to test and evaluate a two-year pilot system. Personnel in officially designated areas were offered the chance to seek Library Services and Construction Act grants for the establishment of systems.

Eventually LSCA funded systems covered much of the state: Trail Blazer, northeast Louisiana; Green Gold, northwest Louisiana; Bayouland, south central Louisiana; Southeast Louisiana Library Network Cooperative (SEALLINC), New Orleans area; and Heartland, central Louisiana. However, when federal funding proved so unreliable as to make it hard for the systems to develop long range plans, or even to maintain established programs, they gradually reduced operations until today only one, Bayouland, maintains full-time staff and courier service. However, the Trail Blazer and Green Gold groups both still enjoy an esprit de corps strengthened by continuing education activity and regular courier service. Unfortunately, SEALLINC and Heartland are defunct.

In 1987, an additional system, Libraries Southwest, was established to promote interaction among southwestern Louisiana's public library trustees, directors and staffs and among the area's school, academic and special librarians as well. LSW focuses on cooperative staff and trustee development and continuing education but has also initiated reciprocal borrowing privileges for member parish library patrons (see Map of Louisiana Library Systems in this handbook).

From its inception, a major trend in Louisiana's public library service has been centralization/systematization/cooperation. Considering the evolution of LAsernet into an Internet-based service, the Louisiana Library Network and Louisiana Libraries Connect is likely to continue.

[NOTE: The maps are not yet available on the web site.]

THE NEW LIBRARY DIRECTOR

Before Starting the Job

The new director can read various materials for an overview of the library including annual reports, the budget, board meeting minutes, long range plans, organization charts, circulation statistics, salary schedules, job classifications and job descriptions.

For a broader view, the director can also review professional literature and this handbook and talk with area librarians.

Local newspapers, chamber of commerce literature and the yellow pages will provide community information.

Of course the director, gathering library and community information from such sources, must reserve judgment about what is learned until it can be personally validated.

Suggested First Few Days Activities

The first few days on the job will set the tone for the library director's administration. The director's immediate task is to become acquainted with staff and the library and in doing so, to begin to work toward staff acceptance. The director should seek to reassure staff and eliminate any fears they may have about arbitrary or unfair changes; and, of course, the director should guard against making negative comments about how things have been done in the past and should avoid being drawn into staff members' disputes.

The director should tour the building with staff, set up meetings with department heads and arrange for branch visits. Upcoming events should be reviewed with the library's public relations person. In order to get to know individual staff members and their routines, the director might schedule work time in each department or section. In addition, the director should become familiar with office procedure and practice by scanning files and observing the flow of internal communications.

The first few days on the job provide the director the chance to ask questions and listen to the answers. Do not, at this point, try to reorganize the library or attempt to make important policy decisions. When talking with staff members, the director should try to remember names and duties. Perhaps the director could take a few coffee breaks with staff members, getting to know them and learning their ideas about library service. Of course the director should try to maintain cordial yet professional relations with workers from the first day of the job.

Suggested First Month Activities

In the first few weeks the director should discuss with each department or branch head the rationale for current operations and routines. If there has been an acting director during the interim, then the new director should review library plans and problems with that individual. The new director should visit every library branch. In addition, the new director should review the previous director's files and accumulated mail, generally refraining from weeding these materials for about a year. Try writing up a calendar of important contract dates, insurance expiration dates, dates of local significance and deadlines. The director will need to be learning about the library's financial operations: budgets, bookkeeping, financial reports, payrolls, and purchase orders.

The new director should make sure to discuss proposed changes with all affected staff members and then to implement the necessary changes as diplomatically as possible.

The new director must get to know the board members. Reviewing the minutes of board meetings will provide historical perspective and help determine how much information the board expects.

After the director has adequate information about the local governing authority, parish and community agencies and the press, contacts should be made with appropriate personnel in these organizations.

Other Considerations

The new director will need to keep an open mind about board members and staff, avoiding assumptions and prejudices and listening carefully without making immediate judgments.

The new director can build a support group by calling on other area librarians and State Library consultants, as well as by attending professional meetings. Unfortunately, there is no one right way to orient the director to the job. Basically, there is a need to establish, for the system, an effective management philosophy and style beneficial and acceptable to the public, the library board, staff members, and the director.

Adapted from "The New Library Director" <u>Ohio Public Library Administrators' Handbook</u>, Ohio Library Association 1987-88.

CHECKLIST FOR POLICY MAKING IN YOUR LIBRARY

Organizational Policies

Preface
History of the Library and Community
Objectives of the Library
Organizational Structure
Financial Support of the Library

Operational Policies

Bylaws of the Board
Approval of a Board Member; Removal of a Board Member
Terms of Board Members
Conflict of Interest
Membership of Board Members in Professional Associations
Taking and Reporting Minutes
Meeting Procedures
Purchasing Procedures
Bidding on Library Contracts or Purchases
Expenditure Authorization
Disposition of Surplus Property
Investments
Insurance for Library Facility and Contents
Liability Insurance
Other Insurance, including Vehicles, Performance Bonds, etc.
Reimbursement for Travel Expenses for Board Members
Audits
Disaster Procedure
Retention and Disposal of Library Records
Inventory / Fixed Assets
Friends of the Library

Service Policies

Material Selection
Weeding
Gifts
Intellectual Freedom Statement
Library Bill of Rights and Freedom to Read Statement
Reconsideration of Controversial Library Material
Circulation Regulations
Fines
Confidentiality of Circulation Records
Interlibrary Loan

Fees for Service
Geographical Service Area and Eligibility for Borrowing
Genealogy
Copy Machine and Copyright
Distribution of Free Literature
Interaction Between Staff and Public
Patron Complaints
Problem Patrons
Cooperation with Other Libraries and Public Institutions
Programming
Public Relations
Bookmobile and Outreach
Electronic Information

Facility Policies

Meeting Room
Exhibits and Displays
Property Management and Maintenance

Personnel Policies

Appointment of Staff / Recruitment and Selection
Development and Training of Staff
Continuing Education
Performance Evaluation
Promotion, Transfer, Reassignment
Probation / Suspension
Disciplinary Action
Grievance Procedure
Criteria for Staff Reduction Due to Budget Cuts
Termination of Service
Personnel Records
Staff Obligations / Staff Privileges
       A. Attitude toward Public / Staff
       B. Personal Appearance
       C. Conflict of Interest
       D. Other Employment
       E. Gratuities and Gifts
       F. Use of Telephone
       G. Staff Loan Policy
       H. Security of Personal Items
       I. Collections / Solicitations
       J. Parking
       K. Other
Political Activity

Volunteers
Work Week
Salary Payment
Overtime and Off-Time Compensation
Scheduling / Schedule Changes
Lateness
Extreme Weather or Transportation Condition
Coffee Breaks and Lunch
Holidays
Sick Leave
Sickness in the Family
Vacation / Annual Leave
Personal Leave
Leave With Pay
Leave Without Pay
Jury Duty / Court Appearance
Bereavement Leave
Military Leave
Maternity / Paternity Leave / Family Medical Leave
Disability Leave and Benefits
Worker's Compensation
Health Insurance
Unemployment Insurance
Life Insurance
Retirement and Social Security
Professional Meetings / Workshops and Memberships
Travel and Reimbursement

Sources on Policy Making

Kentucky Department for Libraries and Archives. Policies and Procedures for the Public
    Library, A Sample Collection 1985. Frankfort: Kentucky Department of Libraries
    and Archives, 1985.

Kratz, Charles E. The Personnel Manual: An Outline for Libraries. 2nd edition. Chicago:
    American Library Association, 1993.

Ohio Library Association. Ohio Public Library Administrator's Handbook. Columbus:
    Ohio Library Association, 1987-1988.

Wozny, Jay. Checklists for Public Library Managers. Metuchen, N.J.: Scarecrow Press,
    1989.

PLANNING

The creation, expansion, or retrenchment of any activities within a library system are usually the result of our reaction to specific influences, events, people or disasters. We are trained to be responsive to our communities - customizing collections, services and programs to the individuals and groups we serve.

Managing busy and important institutions like the libraries of Louisiana is challenging, and occasionally burdensome. Sometimes day to day operations get complicated and unexpected situations lead to crisis management, knee jerk reactions to immediate problems. In addition to these difficulties, the competitive environment in which we exist adds to our anxieties. We manage our institutions with seemingly fewer and fewer resources, a staff that is too small, a building that may not work.

Marketing and planning are two processes that can help you understand your environment and think ahead to maintain or improve the position of your library. Marketing is the identification of key constituencies and the involvement of these constituencies in the creation and implementation of goals and objectives for an organization. This is the initial stage of the larger planning process. Setting roles and planning long range goals can help us avoid crises, can focus on the things we do best, can commit our human resources to getting the most out of the buildings, collections, and time that we have. Altogether, marketing and planning can lead to real development of our institutions.

Neither marketing nor planning is new to institutional development, or new to librarians. But some feel that these techniques have been successful and that much can be gained by understanding how the marketing of products in the commercial environment relates to the creation of and commitment to service in a non-profit institution. In 1949, Bernard Berelson published an important landmark work in library literature called The Public Library Inquiry. Berelson and others studied libraries and library users and began to promote to librarians that studies of users are needed so that the proper services are created.

The "Library Community Project" was touted in ALA in the late 1950's. This, too, was a recognition of our need to customize services and programs for the community which the library will serve. Terminology such as "outreach" became popular, and the recruitment of non-users to become library patrons was an important tactic of the Library Community Project. Services to children, young adults, and minority groups grew during this period as well.

By the 1970's the "planning process" started to replace the achievement of national standards and suggested a new way to examine the changing world of service and support. The planning process recognized the uniqueness of communities and the shortcomings of national standards. The Public Library Association division of ALA ceased to produce standards by the mid-1970's.

The first document concerning this technique for librarians was A Planning Process For Public Libraries, by Palmour, Bellassai, and DeWath; it was published in 1980 by ALA. The volume explains how to measure library services and set goals appropriate to the local conditions and needs. The principal stages of the planning process are:

- Assessing Community Library Needs
- Evaluating Current Library Services
- Determining the Library Role
- Setting Goals, Objectives, and Priorities
- Creating Strategies for Change
- Implementing and Beginning a Cycle of Planning
- Developing a System of Management Data.

The process can take a long while, typically about two years. But marketers will say this is the process of positioning your organization in the marketplace, finding out what you want to do, doing that as best you can, and committing your resources to the greatest advantage.

ALA expanded on the matter of data collection with a work called Output Measures for Public Libraries, by Zweizig and Rodger, in 1982. This "manual of standardized procedures" seeks to help librarians create localized frames of reference for monitoring and quantifying activity within a library. Circulation per capita, turnover rate, reference fill rate, and others are among the twelve output measures that are discussed.

In 1987, McClure, et al. wrote Planning and Role Setting for Public Libraries. Once again, this expanded on subjects already established in the Palmour et al. volume of 1980, but with more explicit procedures and worksheets to aid the librarians and planning committees undertaking the planning process.

In 1998, ALA published Planning for Results: a Public Library Transformation Process, by Himmel and Wilson. Essentially, this two-volume document updates the ALA planning titles mentioned above, expanding the eight public library roles found in Planning and Role Setting into thirteen service responses. ALA also published in 1998 a companion volume, Wired for the Future: Developing Your Library Technology Plan, by Mayo and Wilson.

Why do this? How much time is involved? Can it work?

Setting goals and objectives following an analysis of an organization is a familiar management concept. Some managers have used this process for many years. But the documents created by ALA are library specific and designed to help us through the stages suggested above. In the midst of a busy day, or week, or month, you may think that planning is a luxury. But the purpose of planning is to gain a thorough knowledge of your community and its needs in order to establish programs and services that are best

suited and most supported by that community. The aspects of the planning process that involve segments of the community have been shown to have paybacks with greater community support and understanding, successful tax elections, more precise budgeting, the creation of shared goals, and teamwork.

The investment of time is, indeed, considerable. A Mississippi system gathered all twelve output measures and created community profiles, taking two years to do so. That was only the background work for setting roles for the library. But new information emerged throughout the process, and the project developed momentum as administration, staff, and community participants worked together. This process of examination, review, collaboration, and planning is not passive; nor does an organization cease other developments during the process. The manuals treat the different data gathering elements, surveys, and other input as stages in a long process, recognizing the day to day commitments of a library.

Planning requires an open mind about our knowledge of the local community. Although librarians learn the names and habits of patrons and neighborhoods, the object of marketing and planning is to examine the total community. Persons undertaking the planning process invariably learn about new facets and activities in their community. And this is done with the community itself involved. It may be that the chief benefit of the planning process is this involvement, which can generate interest in the library by other community leaders and potential library users. By hearing the ideas from a new spectrum of thought, and by developing library activity with new people and information, the planning process may help to target services with greater success, prepare for the future, and save effort in the long run.

REPORTING AND STATISTICS

Libraries keep various usage statistics and financial information throughout the year. This information can be used both internally and externally for comparative purposes. Internally, a library's statistics can be compared to previous years' statistics to track the library's performance over time, to measure its success in achieving established goals, and to set service and management priorities. Externally, these statistics can be used to compare the library to other libraries of similar size and environment to determine the library's place in the overall state picture, to plan for the future, and to justify actions and budgets. This section describes the two main reporting and comparative tools for Louisiana's public libraries.

Annual Report

The State Library is empowered under L.R.S. 25:216 to require all public libraries in the state to file a yearly report on library use and library finances. The Library Development Division of the State Library distributes reporting forms and instructions to all public libraries and collects the completed forms. The report packet, Public Library Statistical Report Form, is commonly called the Annual Report and is usually distributed by January 1st of each year for reporting the previous year's data. The deadline for returning the Annual Report to the State Library is April 30th.

The Annual Report includes both statistical and financial data in the following sections: general information; services, personnel and collections data; general operating finances; capital project finances; and trust finances.

The public library annual reports are also used by the State Library to report statistics to the Council of State Governments, the Chief Officers of State Library Agencies, the American Library Association, and the Public Library Association, and to prepare accountability reports for the state and federal governments.

Public Libraries in Louisiana: Statistical Report

The State Library uses the Annual Reports to prepare the state publication Public Libraries in Louisiana: Statistical Report [date]. Public Libraries in Louisiana lists key usage and financial data about each reporting library and gives individual and statewide percentage breakdowns. This publication is distributed annually to all public libraries and trustees in the summer or fall.

Federal / State Cooperative System for Public Library Data (FSCS)

The National Center for Education Statistics collects data on the nation's public, academic, and school libraries. The program for collecting, analyzing, and reporting data on the nation's nearly 9,000 public libraries is called the Federal/State Cooperative System for Public Library Data, or, simply, FSCS. The FSCS program, a cooperative project with the National Commission for Libraries and Information Science, began as a pilot project in 1988; Louisiana began participating in 1989.

The State Library's public library annual reporting form incorporates the data elements required for participation in the FSCS program. The FSCS program is a major development in the collection of public library statistics in that it provides the first standardized mechanism for collecting comparable, reliable data from the nation's public libraries and for producing comparative analyses by size, state, etc. The NCES issues the FSCS data as an annual document Public Libraries in the United States: FY [year] in both print and electronic formats. The data is also accessible through the Internet at the NCES web site http://nces.ed.gov/surveys/librarian/public/data.shtml.

Collecting and Measuring Electronic Usage

Electronic access to library resources continues to increase. Libraries nationwide have experienced decreases in circulation counts while reporting that their library has "never been busier". The competition for Library funds has become even more pronounced as libraries replace and increase computers, network equipment, subscribe to electronic databases, and provide software packages for public in-house use. To justify these expenditures and to show the public that library services are still vital to the community, public libraries are seeking ways to collect and measure use of their electronic databases, online catalogs, web page hits, and other electronic resources that they now provide to the public. Searches, retrievals, users, sessions, and time online are all units which can be counted, although libraries and database vendors may not currently be able to track any or every one of these measures.

Although some states and national committees are working towards standardization, standardization of electronic use statistics is still in the future. Libraries are urged to begin gathering and counting as many of these measures as possible.

LIBRARY BUILDING PROJECTS

When you, as the director, foresee the need for increased library space, the future can seem overwhelming. Be advised there is plenty of help available from the literature, the State Library, your colleagues in libraries and local government, your trustees, architectural professionals, and your patrons. As with any big change, a consistent public relations campaign throughout the entire process is essential to maintain community support of the building project. Library staff and trustees must be enlisted from the start to continually inform the public of the need, the importance, and the progress of the building project. Building a library is a community effort involving public dollars, many people, multiple phases, and, yes, a few years of focused effort -- a challenge that can provide great satisfaction to all involved.

Although each library building project is unique there are many elements common to building almost any addition or new structure. These elements can be grouped in major phases which outline the journey from the ideas stage to the use of a finished building:

- Fact Finding and Solutions
- Planning
- Architectural and Interior Design
- Construction
- Occupation

The framework of these phases is borrowed from the writings of a library building consultant, Raymond M. Holt. The bibliography at the end of the chapter lists books on building libraries by Holt and other writers. The following text describes elements in each phase and the director's important role in the process.

FACT FINDING AND SOLUTIONS

This phase involves the establishment of space requirements for current library services and collections; the projection of long-term space needs of the community; and, finally, the evaluation of options to answer these needs for at least the next twenty years.

Before a revolt by library users and staff incensed at the crowded conditions of the library, a director should initiate a thorough fact-finding mission. An honest, unflinching approach is required. The information gathered here is used to evaluate the long-range options to solving the lack of space, and to convince board members, local officials and the public of the need for expanding facilities. Also, the needs and options established at this time are used in the "Planning" phase to develop the building program statement. This vitally important statement will guide the architect, the interior designer, and the building contractor through the entire design and construction of the library.

The Need for a Library Consultant

Library consultants are usually professional librarians with substantial experience in building projects. They can be hired at the onset of a project to assist fact-finding and funding efforts, or brought in later to help prepare the building program statement or to work with architects and contractors. Books in the accompanying bibliography consider the use of consultants. Whether or not a library needs a consultant depends on factors such as the complexity of the project, and the expertise available in the community. Sometimes, a consultant is invaluable because contentious local players in the building process might be more willing to listen to the views and arguments of an outside "unbiased" expert. Often, the various "consultant" skills are handled by experts extant in the local governing authority. Trustees and local businessmen may lend their talents to the project. Or, by calling upon friends, guts, and providence, these skills are somehow executed by the jack-of-all-trades librarian.

Establishing Current Space Needs

The basic types of space in a library facility are collection space; space for user seating; staff work space; meeting room space; special use space (area needed for copiers, index tables, card catalog, public access computers, etc.) and non-assignable space (areas such as foyers, hallways, elevators, staff lounge, toilets, mail room, janitor closets, garages for vehicles, and mechanical rooms that are not assignable to library functions). In order to project a community's future library needs a director must first establish the space currently needed to more adequately house the present collections and services. Librarians involved in a long range planning process will have much of the essential information at their disposal.

An accurate inventory of the collection and the current square footage devoted to the basic types of space is an important first step. Measure the floor space used by each of the basic types. This is also a good time to note how the current lack of space or positioning of various operations affects library services. Notice how workflow or patron satisfaction is impaired or improved by the arrangement of desks, displays or other structures. Places with poor lighting, excessive noise, a lack of electrical outlets, or other problems should be noted for future improvement.

The next step is to apply library space planning formulas to the inventory data. These formulas are widely available in library literature, including many of the sources in the attached bibliography. They constitute allowances for the amount of space needed to adequately house the various aspects of the present operation, e.g., allow 30 square feet of floor space per lounge seat or 125 square feet for each staff work station. The resulting estimates of space needed for each of the basic types of library space are compared to the current library arrangement to graphically point out deficiencies in certain areas.

For example, a widely held collection space planning allowance for optimal shelving of books is 10 volumes per square foot of floor space. This is for the average mix of adult books loosely shelved on full-height (84" - 90"), double-sided shelving, including 42 inch aisles for wheelchair passage. Using this figure, the space needed to adequately house 50,000 books -- at 10 volumes per square foot -- would be 5,000 square feet of floor space. If these books are now housed on 3,800 square feet one could use these standards to point out the lack of adequate space. Realize that areas of one-sided shelving, shelves adjusted for oversize materials, etc. will impact the space planning calculations accordingly.

In books such as Information Technologies and Space Planning for Libraries and Information Centers by Boss one can find help in using similar formulas for the other collection media (periodicals, microfilm, etc.) and all the remaining space types -- user seating, staff work space, etc. A surprising rule of thumb: non-assignable space (foyers, hallways, stairs, restrooms, etc.) accounts for approximately twenty-five to thirty-five percent of most buildings.

Documenting the present space deficiencies is important. This information validates the perceived lack of space and can be used to determine short-term remedies such as aggressive weeding or usurping extra seating space for shelves. The long-term impact of this information comes in determining future needs.

Projecting Future Space Needs

In order to project the size facility that will adequately serve its users for the next twenty years, the director must use all sources available to answers these questions:

- How large will the collection be two decades from now?
- What is the projected population of the community and what will its demographic makeup be (e.g., age and income distribution, education levels, occupations, etc.)?
- What space will be needed for adequate seating and meeting rooms for the projected users?
- How many staff members will be required to serve these users?
- What impact will ADA and similar legislation have on library design and space requirements?

Though outdated national standards were traded by the Public Library Association for the planning process many state libraries and state associations still have standards for things such as staffing levels, space needs of facilities, and number of books per capita. The Public Library Section of LLA revised the Standards for Louisiana Public Libraries in 1995. Standards can be applied to the population projection to estimate how large the collections, staff, seating and meeting rooms should be.

Relying solely on standards to calculate an optimal-sized library facilities is untenable for many reasons. Per capita standards can't account for the differences

between communities, though they have the same number of people. Standards are also difficult to apply to the space needs of non-print materials, library automation, and other emerging technologies. To project true community needs the floor space estimated from standards must be adjusted by information from community analysis and planning, from historical library service patterns and from patron demands.

Once the size of future collections, staff and seating needs are estimated, the library space planning formulas discussed earlier can be used to document the total square footage needed to adequately house library services for the next twenty years. Be sure to plan for all the basic space types, especially the large percentage (25-35%) taken up by non-assignable spaces.

Evaluating Options

With current and future building needs in hand the director is prepared to consider one or more of the options available to answer these needs:

- Remodel the present facility
- Expand/Add to the existing structure
- Convert another building to library use
- Construct a new library building
- Rent a facility

Each of these options should be explored and objectively compared with any viable options to choose the best answer to library space needs. Criteria for comparison should include the physical condition of the current building and site; usefulness of the intended space; accessibility and visibility to the maximum number of users; effect on patrons of the construction period; possibility of future expansion; and the costs to complete and maintain.

A thorough inventory of the physical condition of the current building is required as a first step to evaluating all but the new building options. The inventory should be done by an engineer or an architect -- someone with broad knowledge of buildings in order to assess the building's structural soundness; its compliance with building codes and ADA requirements; any asbestos problem; the electrical system; mechanical system; plumbing, etc. A report on the inventory should include problem areas, including their remedies and associated costs, and an informed opinion on how the renovated facility would function through the next twenty years.

Information must be compiled on the other criteria to be compared: the usefulness of the new space; how the design improves or impedes patron access, including disabled users; which location will attract the most users in the coming decades; the possibility of future expansion. One cannot overlook problems such as the migration of users, the awkwardness of a remodeling design, or the amount of scarce parking lost to an addition. Proximity to one's users is important: a poor location can't be improved by renovation or new construction. Fondness for a building or a neighborhood

should be discounted -- the purpose here is to objectively choose the option which will best serve the largest number of users in the future.

The selection of a building site for a new library is often one of the most problematic issues in a building project. The director can stem the tide of irrational and/or political reasoning by demanding relevant criteria is used in site selection. These include convenient access to large number of users; adequate space for building, parking and possible future expansion; favorable topography and soil conditions; availability; and cost. Soil must be tested due to the geological conditions in the state; an engineer does the testing.

After a thorough investigation of each viable building option the director can report the findings to the library board. With the director's counsel the trustees must choose the best building alternative before the project proceeds to the next phase.

PLANNING

This phase includes the preparation of a Building Program; the determination of a building committee or team to guide the building process, including the architect; and the funding of the project. Selection of an architect is very important to the building process and should be done as early in the planning process as possible. Equally important is estimating, planning for, and securing adequate funding for the building project. Exactly when each of these steps in the planning process occurs will vary with each library's situation. The basics for the planning phase are discussed below.

Building Program Statement

The building program statement utilizes the information from fact finding to communicate to the architect and others what is required of the intended facility in order to serve its community for decades to come. It must contain enough detail to thoroughly address the design and space needs of every library service. Though consultants or architects sometimes prepare the building program, the director, with staff input, most often writes it. Ample opportunity should be given for the board to review and advise the writing of the document.

Many examples and checklists are available in the literature to assist in the preparation of a building program document. The Library Development Division of the State Library can be contacted for sample building programs.
A building program usually begins with a mission statement. A brief history of the library can be given, along with its present condition, and what is needed to accomplish future service goals.

Later sections should get specific: describing each space, how it is used, who uses it, and its present deficiencies (lack of space, inadequate electrical wiring, poor access for the disabled, etc.).

The future space and design needs should be detailed. Use text and graphics such as flowcharts and relationship diagrams to show how spaces relate and function. It is important to illustrate which spaces should adjoin each other for efficient workflow or monitoring.

A facility checklist should be provided. This lists all the spaces previously addressed in the building program with the twenty year space requirement for each area, its relationship to other spaces, and what operations or collections will be housed there. Also, the special requirements of each space for energy systems, plumbing, furniture and communications should be listed. A useful addition is a bibliography or appendix of materials that was used to project the area's population patterns and to determine the space needed to serve the projected community.

A summary can reassert the public service goals of the intended facility, and the importance of efficient, flexible space design for the rapidly changing needs of the future.

Building Planning Committee / Project Team

The building planning committee or "project team" is made up of the parties most intimately involved in the building project. This group varies in formality from a loose knit group of board members, librarian and architect to a highly structured team. The formal team might include the director, representatives from the library board, the community and local government, a library consultant, the project architect, and the contractor awarded the building contract.

Whatever the makeup of the project team, the members must understand and accept the commitment they are undertaking. Project team membership involves plenty of homework to prepare for the numerous, intensive meetings involved in planning new library space. The members should familiarize themselves with the building program and the design of other libraries in order to make informed decisions on the many pressing details concerning their library. The members should be diligent, intelligent people willing to learn and work together to build a useful, beautiful library.

The project team evolves or is determined at different times in each building project, and is ultimately responsible for the direction and decisions concerning the emerging facility. The core members of a team often come from the formation of a library board building committee. The committee begins its work by advising the director through the fact-finding phase and the writing of the building program statement.

The building planning committee grows when an architect is selected and with the addition of a library consultant when this is deemed necessary. Closely following these responsibilities are the frequent meetings called to assist and approve the design of the building. Other experts and members of the community may join the project team for the duration of the project or when their input is essential. Some of the other responsibilities include determining the project's total cost and securing requisite funding. The team members must keep the public informed of the building's progress. Although specifics vary among parishes, the team develops specifications and prepares for the bidding process and approves or recommends the awarding of the construction contract. The team also arranges for the oversight of the construction, furnishings, and occupation of the library facility. The architect supervises the construction process. The team plans the grand opening celebration of the completed structure.

Architect Selection

A key factor in a successful building project is the selection of a qualified architect. This person must possess the skills, experience and temperament to work with the project team to design and guide the construction of a functional, beautiful, affordable library.

The selection process varies across the state. In some locales the architects for public structures are chosen from a pool of certified architectural firms by the head of the local governing authority or a standing architect selection committee. In the committee scenario the user agency (library) is usually given one vote as a member of the committee. Barring this type of mandatory selection process, the project team searches for the right architect for the job in much the same way as in recruiting for a top-level position. The job is advertised, applicants are screened and interviewed, and references are carefully checked. It is important for the architect to have experience in designing public facilities that serve clients well and operate with reasonable maintenance costs. It is very desirable that the architect has knowledge of libraries and library buildings.

However the selection occurs, the architect chosen must be responsive to the guidance and demands of the project team. This can be greatly facilitated by detailing the exact responsibilities and fees of the architect in a well-conceived contract. Court-tested contracts are available from the American Institute of Architects (AIA). These provide a framework for a document that can forestall many future difficulties by clearly delineating the rights and responsibilities of all parties involved throughout all phases of the project.

There are five stages of architectural services available for a building project:

- Developing schematics, which include preliminary drawings;
- Design development;
- Preparing construction documents, which include both working drawings and specifications;
- Supervising the bidding process, including evaluation of bids; and
- Construction administration.

If the parish has an architect or other individual with the appropriate expertise, this individual may be responsible for supervising stages four and five of the building project. Generally, the architect is engaged for all five stages.

Building Project Funding

How much will the expansion project or new library cost, and how will it be financed? These ever-present questions should be resolved by the time that the architect begins substantive work on the library's design. The project team, guided by the architect, must gather accurate cost estimates and secure adequate funding to build a facility that will serve its community well for decades to come.

The process of estimating construction costs often begins early in the project, and obviously grows more accurate as the building plans evolve. Reports on the condition of the building site, the materials chosen for construction, the bid price of the winning contractor, and unforeseen costs all have their impact on the total project cost.

It is essential to avoid underestimating costs. One strategy to protect against under funding is to create a contingency budget for unexpected costs.

Basic costs associated with building projects are land acquisition; construction costs; furnishings and equipment; new or expanded collections; professional fees for architects, consultants and others; landscaping; and expenses associated with moving collections and services.

Site costs often have to be negotiated and set before funding can be resolved. The current per-square-foot cost of construction is easily obtained from architects or contractors. The architect or interior designer and furniture company staff can estimate costs for interior furnishings such as cabinets, furniture, and floor and wall coverings. The director and architect should work closely with experts in the library automation and communications fields to plan for the costs of the equipment and conduits necessary for current and future technology. The director can estimate the cost of initial or start-up collections of library materials using information from the fact-finding phase and knowledge of current materials pricing. A standard fee range for the architect is from eight to ten percent of construction costs. Other professional fees from consultants, lawyers, engineers (if not included as part of the architectural services cost) and the like may add another two to three percent in costs.

Once a realistic estimate of the various project costs is compiled, the method of funding can be resolved. Most building projects are financed through bond issues or temporary dedicated tax millages approved by the voters. Other facilities are funded through sales tax revenues, gifts of land or money or savings from annual operating budgets. Refer to Capital Projects Fund in this handbook for information on various methods of funding building projects.

An important and oft neglected part of the overall funding picture concerns the increased operating costs of the completed structure. The impact of increased staffing, higher utilities, more supplies, building maintenance costs, etc. must be factored in to future operating budgets to ensure full use of the new building. A thorough operational costs checklist -- as well as checklists for building and automation projects -- can be found in Jay Wozny's Checklist for Public Library Managers.

ARCHITECTURAL AND INTERIOR DESIGN

This phase guides the design of the intended building inside and out. Explicit requirements in the Building Program and input from the project team are translated by the architect and other design specialists into the final drawings and specifications for use by the building contractor.

Though the team leadership shifts somewhat from the director to the architect at this time, the director remains heavily involved in the project. This phase is where the best plans and dreams for future library operations are realized through the project team's guidance of the evolving design. The director should work closely with the architect and other design specialists to ensure the special needs of future library operations are addressed. The director should become familiar with architectural symbols and terminology in order to understand the drawings and blueprints which will come out of the design phases. It is helpful if other members of the project team become familiar with the terminology and drawings to assist them in visualizing the evolving library. Check the bibliography for chapters and references on analyzing blueprints.

Architectural Design

In some projects an architect may be hired before the architectural design phase to prepare conceptual drawings and even broad cost estimates for constructing additional library space. These provide the director and library board with concrete assistance as they convince the community of the need and possibilities for a new facility. In some cases, the architect also assists in the development and preparation of the building program. Excepting instances such as this, the project architect begins work with a thorough study of the Building Program.

In early discussions with the other members of the project team, the architect becomes completely familiar with the intent of the building program. At this time the architect will often propose a schedule for completion of the three stages of the architectural drawings, and a target date for letting the finalized drawings and specifications out for bid. Throughout these three stages, schematic drawings, preliminary drawings, and working drawings, the architect will incorporate specifications and system designs from building specialties such as energy distribution, mechanical systems, communications, building security, and library automation.

Schematic drawings, or preliminary drawings, are a first stage result of the architect's work with the functional relationships and space needs described in the building program. The schematic drawings produce a rough floor plan of the various library functions; they depict alternatives for how the building might be placed on the site, and how it would look from various angles. The basic skeletal framework of support columns and beams is developed in the schematic stage. In the case of an addition or expansion, the schematic drawings show how the new portion relates and attaches to the existing structure. The schematic stage should include preliminary specifications for the building materials and mechanical systems the architect is proposing for the facility,

and possibly a preliminary placement of furnishings. A key ingredient for the end of the schematic stage is the architect's projection of total costs -- a more accurate estimation of costs than was previously possible.

Careful study of these drawings by the project members must ensure the design will facilitate staff and patron use of the building. The plans must also be compared with building program space needs to see that adequate space is provided for all the operations and collections of the library. The design is easily molded in this initial stage -- strict attention to detail by the team will forestall the need for making changes that become increasingly difficult and expensive to implement in later design stages.

Upon approval of the schematic design by the project team, the library board, and possibly local government officials, the architect begins the design development stage. Working with various engineers or consultants the architect designs the structural and mechanical systems for the building. Development of these and other elements may necessitate numerous changes to the preliminary schematic designs. Doors and windows are more exactly placed in the plans, and all interior partitions are added. The requirements and specifications for building materials and systems such as air conditioning, security, and plumbing grow more exacting, along with a finer estimation of construction costs.

Once again, the director and other project team members must take pains to ferret out design problems at this stage before the plans are approved -- design changes of any magnitude are extremely difficult to make after the design development stage is completed.

The final design stage is the development of construction documents or CDs: working drawings and specifications. These are the blueprints and written details the contractor will use in the construction phase. The work is complex, with the architect coordinating intricate details and specifications from many building specialties. A fine level of detail is required because when approved, these final drawings and voluminous specifications must contain enough information to allow a building contractor to reliably bid and construct the entire structure depicted in the design documents.

The project team usually reviews the working drawings in progress, and then performs a thorough review when the documents are completed before approving the final working drawings and specifications. The architect also prepares a final construction cost estimate at the conclusion of this stage.

The final approved construction documents are combined with bidding instructions and appropriate legal forms to make up the bid documents. The architect must cooperate with state and local officials to ensure all legal requirements are met.

Interior Design

The goals of patrons and staff are greatly facilitated by quality interior design. The architect is often responsible for interior design, though more projects are using the services of a separate interior designer. The interior design specialist, whether it is the architect or an interior designer, works as part of the project team to design, procure, and oversee the installation of the following: a functional arrangement of comfortable furniture and equipment; appropriate floor coverings, wall coverings, lighting and acoustics; well designed signage and display areas; and harmonious color schemes. The interior designer also assists in the design and purchase of the library's casework -- cabinets, built-in counters such as circulation desks, and other immovable furniture.

Starting in the schematic drawing stage, the interior designer uses information from the building program to prepare layout drawings of the interior furnishings. The first goal is to make sure the required furniture and equipment fits in the proposed floor plan. After this is confirmed, the layout and specifications for the furnishings and color schemes are perfected throughout the design stages. At project team meetings, the architect and interior designer present different design packages of layout drawings, material samples, furniture catalogs, etc. for the team to choose from. Along the way, the interior designer prepares cost estimates to inform the decision process.

The interior designer can also save the library money and, with accurate cost estimates, help the director administer the furnishings budget more effectively. An interior designer uses experience with a wide range of furnishings companies to guide cost-effective purchases. These furnishings will be carpets, furniture, wall coverings and other items that wear well, and thus save on future maintenance and replacement costs. The interior designer can also be of service writing the detailed specifications needed for the state regulated bidding process and local purchasing requirements.

The director and project team must be sure to order any materials, furniture, shelving, and other items (such as a built-in cabinet or safe) necessary in the construction process early enough to insure that these items arrive when they are needed. The architect and the interior designer oversee the receipt and installation of these items, and they deal with any companies that deliver damaged or incorrect products.

By the end of the design phase the interior design is incorporated into the construction documents. The bid documents, when necessary, will contain separate specification packages for items such as casework, shelving, and furniture.

CONSTRUCTION

This phase includes the contract bidding process; the actual construction of the building; the installation of furnishings; and the acceptance of the building. The architect, or designated "clerk of the works", supervises the construction phase.

Bidding

With the approval of the bid documents the design phase is completed. The construction phase can begin with the bidding of the contract. After review by local officials to ensure the documents are in order, the building job is advertised in the area legal journal. The architect may invite contractors with suitable experience to bid on the project. Contractors interested in the job receive a copy of the bid documents. They review the plans, often asking the architect for clarification on aspects of the job. Sometimes a pre-bidders conference, held with the project team, architect, and prospective bidders, is held before the bid deadline. Contractors submit sealed bids by the stated deadline to the proper authorities.

Bids received by the deadline are opened and forwarded to the project team for evaluation. Generally, as the expert in the process, the architect examines the bids. Of all valid bids, the architect must recommend the lowest be chosen unless strong evidence from investigation of the company's past work disqualifies that contractor.

The bid is awarded to the lowest qualified bidder and announced to the public. An attorney, hired by the library or local governing authority, draws up a contract. It is negotiated and signed by the contractor and the "owner representative", i.e., the legal representative of the building project. This entity varies -- it can be the director, the library board, or the head of the local governing authority.

Once the contract is signed, the contractor prepares a schedule coordinating all the subcontract building specialties required for the job -- concrete workers, plumbers, electricians, etc. Construction trailers move in, temporary phone and electricity services are set up, and the construction work begins in earnest.

Construction Begins

Actual construction begins with the preparation of the building site. This can involve demolishing existing structure; grading of the site; excavation of basement area and trenches for underground utilities; and preparation of the ground for the foundation. In the case of an addition, the existing structure is readied for connection to the upcoming building.

Thus begins an exciting time for the library planners, library staff, and the public as they watch the foundation, walls, and roof take shape. During construction it should be understood the contractor is in charge of the construction site. Visits to the site should be approved through the architect. Through site visits and meetings with the

contractor and subcontractors, the architect supervises the building process, checking the quality of the work and approving the contractors periodic requests for payment of work completed. The local governing authority often adds another layer of oversight by assigning a building inspector for the duration of the project.

While construction proceeds, the director has much to accomplish: coordinate payments to the contractor and professionals; plan for moving materials, equipment, and staff to the new space; hire and train new staff when needed; continue to keep the public informed and interested in the project; and plan for a celebration period when the new structure is put into use. When dealing with a building addition project, a major effort is needed to mitigate the temporary dislocation, hazards, and mess caused by construction for both users and staff.

Invariably, problems arise that necessitate a change in the plans. A specified material or piece of equipment might have been discontinued, or might require a different amount of space than was planned. A remedy is suggested by the contractor or architect, and, since it often costs more than the original plan, any of these "change orders" must be approved by the project team or appropriate body.

Installation of Furnishings

As the building proceeds, furnishings are installed. The installation of floor and wall coverings, and, sometimes, the casework, are normally covered in the contractor's bid. The architect, with assistance from the interior designer, will contract with the furnishing companies or local labor for the installation of other furnishings, such as shelving, furniture, automation equipment, and artwork. As these orders arrive they should be carefully examined for damage and adherence to the order. Remember, these items must be ordered early to, hopefully, arrive when they are needed; furniture and shelving orders have been known to come in late.

Acceptance of the Building

A point known as substantial completion is reached near the end of the project. It occurs when the architect and the contractor agree the building is ready to be handed over to the owners.

A substantial completion walk-through (inspection tour) of the building is scheduled with the entire project team and involved local officials. During the tour, all fixtures and electrical outlets should be tested. Any malfunctioning equipment or fixtures, or damaged window panes, wall coverings, floor tiles or any other problems should be noted. The architect prepares a document called a punch list. This is a list of the problem areas which must be remedied by the contractor before the building can be formally accepted. After agreeing to the repairs listed on the punch list, the contractor, architect and owner representative sign it.

During this time, the contractor should supply the project team with a complete set of instructions and warranties on the materials and equipment installed in the project. The contractor should also supply a full list of subcontractors and manufacturers involved in the project in case problems with their work or product arise. The architect should supply a set of drawings and specifications. If there have been changes during construction, ask for a set of "as built" drawings from the architect.

Once the punch list is signed the director can begin to move in. During the occupation period, the contractor works on the punch list repairs. When satisfactorily completed, the building can be formally accepted by the owner representative, and the contractor can be paid the final portion of the contract payment.

OCCUPATION

The final phase involves moving into the finished structure. Depending on the complexity of the move, this exciting phase can be handled by available staff or contracted out to professional movers. A well-conceived plan which everyone is familiar with is essential to a smooth occupation.

Settling into the new building will take months. Be prepared to overcome many minor problems with equipment, staffing levels, and arrangement of the collection. Keep records of problems and their solutions. Work quickly to repair systems still under warranty. Successful adjustments to the climate control system often take a full year.

As soon as practical after the move is completed, a dedication ceremony and celebration period should be held. An open invitation should be publicized for the dedication ceremony. All those involved in the actual project should be specifically invited and briefly acknowledged at the ceremony. Keep speeches short; spend more energy on giving attendees a tour of the new facility. Take pictures, pass a good time -- everyone involved will deserve it!

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DISASTER PLANNING

"Hell" or "High-water" may not darken your library door, but wise is the administrator who thinks in terms of "when" rather than "if" disaster strikes! In Louisiana most disasters take the form of flood, hurricane, or tornado. However, national events warn that man-made disasters such as fires, explosions, and criminal intrusion threaten civic operations at all levels through destruction of records and materials.
When building a disaster plan from scratch, it's best to start small, concentrating on the most basic procedures, and then expanding to include further concerns during yearly revision sessions. And while a disaster plan designed for another plant may serve as a guide, don't assume it can be simply modified for your particular building, staff, and *modus operandi*.

Any plan should consist of three parts: prevention, response, and recovery.

Prevention

Preparedness begins with a thorough survey of the library building or buildings to determine potential problems. A well maintained building will aid in preventing many conditions that lead to disaster. It is helpful to devise a checklist to be used for an annual inspection of fire extinguishers, smoke alarms, exit accessibility, and disaster supplies. Staff responsible for the inspection should send a memorandum to the director identifying problems and recommending solutions.

When the plan has been written, make all staff members aware of its existence. Conduct in-house training sessions in which ground plans are reviewed, disaster equipment is located, and response and/or recovery techniques are discussed. Administrators and staff responsible for directing disaster operations should have a copy of the plan at their desk and at home. Copies of records vital to library operations and building blueprints should also be stored off site.

Response

The disaster response section of the plan should begin with an outline of basic emergency procedures for library staff to follow immediately at the onset of the disaster. For fire and water, the basic steps are similar:

- In a water emergency, stop the flow, generally by turning off the supply or plugging the leak.
- In case of fire, the person discovering it must sound the alarm, call 911, or the appropriate agency, and initiate evacuation of the building.
- With both, the next step is to contact the response team, the disaster recovery contractor, and the insurance company.

- In case of fire, the response team can gather supplies while waiting for permission to reenter the building. Upon access, they can begin packing damaged materials according to the priorities noted in the ground plan.

Recovery

Once your plan-writing team has covered basic emergency procedures, move on to the long-term questions of how to deal with existing damage, prevent further problems, and restore essential services as soon as possible. Know exactly what your insurance covers and what the company expects the library to handle.

The plan should also explain what to do with damaged materials and how to make sure nothing is further damaged. In the worst cases, when damage causes closing of a building, the disaster plan should make provisions for the relocation of staff and collection so that some form of service is reinstated as soon as possible. Telephone numbers of disaster recovery resources, as well as backups of vital files and blueprints, should be stored off-site. Information on logon procedures, passwords, and phone numbers should be updated regularly and readily accessible.

No plan can cover every emergency, but surprisingly, much can be anticipated simply by sitting down with all the appropriate people and thinking through what might happen "when" a disaster strikes and how it would affect the library's functioning.

OUTLINE FOR DISASTER PLAN

I. Introduction
  A. Purpose of the plan
  B. Kinds of disasters to plan for
  C. Types of materials in the collection

II. Prevention
  A. Upkeep Checklist
  B. Map of on-site emergency equipment (e.g., Utility shutoffs, fire extinguishers, alarms)
  C. Emergency telephone numbers.
  D. Basic supplies on hand with location (e.g., plastic sheets, tape, camera)
  E. Schedule of training sessions
  F. Revision schedule

III. Response
  A. Assignment of staff responsibilities
  B. Marking priorities for salvage on plans and in library
  C. Handling and/or duplication of essential files
  D. Directory of staff
  E. Directory of resource personnel and services

IV. Recovery
  A. Steps to be taken immediately following a disaster
      Re-entry (Work with local officials for procedures)
      Assessment of damages
      Communications
  B. Preparations for salvage and treatment (e.g., where to set up work area)
  C. Treatment procedures for types of materials
  D. Public Relations

Appendixes - Floor plans, evacuation procedures, location of fire extinguishers, checklists, etc.

List of Resources

Information Assistance

State Library of Louisiana (225) 342-4931
SOLINET (800) 999-8558
AMIGOS (800) 843-8482

Referrals to Conservators

American Institute for Conservation (AIC) (202) 452-9545

Commercial Services

BMS-CAT (Blackmon-Mooring Steamatic Catastrophe) (800) 433-2940
DRS (Disaster Recovery Services) (800) 856-3333
North East Document Conservation Center (978) 470-1010
Miners Moisture Control Services (800) 422-6379

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