AGENDA
CITY OF GLENDORA
LIBRARY BOARD OF TRUSTEES – Regular meeting

Library Bidwell Forum   **August 18, 2008**
                                                                 7:00 p.m.

1. **CALL MEETING TO ORDER**

2. **INTRODUCTION OF NEW LIBRARY TRUSTEE, HELEN STORLAND**

3. **PUBLIC COMMENT PERIOD**
   Anyone wishing to address any Library matter that is on the agenda or not on the agenda may do so at this time. No action will be taken on items brought up at this time

4. **ADOPTION OF AGENDA**
   Possible motion to revise order of business or other

5. **CONSENT CALENDAR – action item**
5.1   Minutes of meeting of July 21, 2008, Encl., page 1

6. **REPORT OF LIBRARY DIRECTOR, Encl., page 5**
   Written report attached. No action will be taken on any items brought up at this time

6.1   Report on City policy for agenda and minute format, Encl, page 57
      Administrative Assistant Cathel to report

7. **UNFINISHED BUSINESS**
7.1   Election of new Officers – **action item**
      Vice President Conway to lead

7.2   Election of two Friends Foundation Liaisons – **action item**
      President to lead

7.3   Library Board Goals for FY 2008/2009, Encl., page 63
      President to lead discussion

8. **NEW BUSINESS**
8.1   Review of Library Board's Administrative Role, Encl, page 65
      President to lead discussion on the difference between an administrative board vs. an advisory board

8.2   Library Events Calendar, Encl., page 80
      A calendar of library or significant community events that include library staff participation. All or some of other Board members might choose to participate, no action is required

9. **BOARD MEMBER ITEMS**
9.1   Agenda Planning Calendar, Encl., page 81
      Plans for future meetings to be discussed

9.2   Board member items
      Announcements only—no action will be taken on any item brought up at this time

10. **ADJOURNMENT**

5.

Consent Calendar

CITY OF GLENDORA
LIBRARY BOARD OF TRUSTEES – Regular Meeting

Library Bidwell Forum   July 21, 2008
140 S. Glendora Ave, Glendora CA 91741   7:00 p.m.

The Regular Meeting of the Glendora Library Board of Trustees was called to order at 7:04 p.m. by Vice President Mike Conway.

Board members Present: Mike Conway, Sylvia Slakey, Debbie Deal

Board Members Absent: Tricia Gomer

Staff Present: Robin Weed-Brown, Library Director; Elke Cathel, Administrative Assistant;

2.   PUBLIC COMMENT PERIOD
There was no public to comment.

3.   ADOPTION OF AGENDA
There were no changes to the order of the agenda.

4.   CONSENT CALENDAR
It was MSC (Deal/Slakey) to approve Minutes of meeting of June 16, 2008. The motion carried 3-0-1 as follows: AYES: Deal, Slakey, Conway; NOES: None; ABSENT: Gomer

5.   REPORT OF LIBRARY DIRECTOR
Weed-Brown reported that this year's summer reading club was very successful with over 2200 people registering.

Weed-Brown stated that *Night on the Plaza* was a beautiful event and well attended. She informed the Board that preliminary revenue numbers from *Night on the Plaza* are down compared to last year. She reminded the Board that *Night on the Plaza* grossed approximately $180,000 last year. Deal commented that bids seemed lower this year, which she believed to be representative of the state of the economy.

Weed-Brown stated that the City Council will appoint a new member to the Library Board of Trustees at tomorrow night's Council meeting.

Weed-Brown showed the Board the green canvas bags that will replace the library's plastic bags currently being offered to patrons. The canvas bags were purchased from a local vendor. They will be sold for $3, although the actual cost is slightly higher. The Friends Foundation is underwriting the costs. Weed-Brown stated that the bags arrived much sooner than anticipated. A date to start selling these new "green" bags still needs to be determined.

Weed-Brown informed the Board that Carlos Baffigo and Janet Stone are representing the library on the city's tech committee, which is being charged with redesigning the

07-21-08 Board meeting minutes

city's website with the help of an outside vendor. The next tech committee meeting is scheduled for July 22. Weed-Brown was unsure how the redesign of the city's website will affect the library website. She added that the public and library staff likes the library's current web site. There are some things that could be improved upon, such as adding rotating pictures on the library home page, as well as improving the functionality and solving some maintenance issues. Weed-Brown pointed out that Carlos Baffigo was heavily involved in the re-design of the current library site and Janet Stone was the webmaster at Pasadena Public Library.

Conway asked about the status of the recruitment for the vacant Library Tech position. Weed-Brown stated that Baffigo submitted the matrix and scoring system to Personnel. Once approved, Baffigo will review the applications.

The Board reviewed the final budget information provided in the Board packet. Discussion followed on the variety of uses for the CDBG funds.

The Board reviewed the fiscal year-end statistics. Conway was pleased that the library's statistics are up. Weed-Brown agreed that numbers in key areas such as library cards, electronic circulation, items loaned and AV have increased. Being closed in December for carpet replacement and then again in January due to the flood impacted some statistics. In response to a question from Conway, Weed-Brown replied that there are several reasons why the total revenue is down, such as email reminders being sent to patrons before items become overdue and state funding not being consistent. Weed-Brown stated that the library lost thousands of dollars in state funding when it was closed due to the flood.

In response to a question from Slakey, Weed-Brown replied that the library does promote homebound services in the library's general PR items. Slakey was pleased that the library's literacy program is so successful. Weed-Brown pointed out that classroom visits increased 481%, which is due to Youth Services staff visiting each classroom in Glendora. Numbers for web and electronic resources have increased. Many of these electronic resources are being accessed remotely, which is reflected in the number of library visitors.

Weed-Brown reported that turnout for the "Family game day" was great. Approximately 100 people of all ages attended and many stayed for several hours.

Weed-Brown stated that the pictures in the Board packet are only a small sampling of pictures that are taken at library events. She invited the Board members to stop by administration to see all of the pictures if they are interested.

6. **UNFINISHED BUSINESS - NONE**

7. **NEW BUSINESS**

7.1   Election of New Officers – **action item**
Discussion ensued whether to postpone the election of new officers until the full Board is present.

It was MSC (Deal/Slakey) to postpone the election of new officers until the August Board meeting. The motion carried 3-0-1 as follows: AYES: Deal, Slakey, Conway; NOES: None; ABSENT: Gomer

7.2   Election of two Friends Foundation Liaisons – **action item**
Slakey stated that according to Friends Foundation bylaws a Library Board Trustee can only serve on the Foundation Board for two consecutive years. Discussion followed regarding the importance of serving on the Foundation Board.

It was MSC (Deal/Slakey) to postpone the election of two Friends Foundation liaisons until the August Board meeting. The motion carried 3-0-1 as follows: AYES: Deal, Slakey, Conway; NOES: None; ABSENT: Gomer

7.3   Library Board Goals for FY 2008/2009
Conway suggested postponing this discussion. Slakey agreed but asked if Board members had any thoughts regarding goals to help start her own thought process. Deal offered some suggestions for Library Board goals, such as making the Library Board's status more evident to the city administration and others, and attending city council meetings. Deal felt that too often the library's needs are not met because city administration sees the Foundation as filling the gaps. Slakey stated that attending council meetings was previously a goal. She cautioned that any statements made by Library Board Trustees at City Council meetings should be approved beforehand by the entire Board.

Conway voiced the Library Board's need to assert itself as an administrative Board. He added that the city administration should discuss important changes such as cutting the library's budget and raising fees with the Board and the Library Director before implementing them. Discussion ensued on the best ways to connect with the Council and show the Board's willingness to work with the Council to achieve the best overall programs for the citizens of Glendora.

The Board discussed the possibility of using special revenue funds to support library programs. Conway felt that the library should be eligible to receive some of these funds, as the library and library programs prevent crime by keeping children and teens off the street, as well as teaching them to be better citizens.

Conway stated that improving the parking situation for library patrons should also be a goal. In response to a question from Conway, Weed-Brown replied that library employees park either in the employee parking lot on the east side of Vista Bonita or on the street. Staff members who work nights are allowed to park in the back or front lots for safety reasons. Slakey suggested adding time-limited parking spaces in the front lot. These work well in the back parking lot.

Weed-Brown stated that she may need the Library Board's support to get the necessary funding to finish the children's room expansion and get the necessary upgrades to the children's room. Out of $503,000 allocated for the expansion, approximately $98,000 was originally earmarked for other things, such as shelving, tables, chairs and new carpet for the Children's room. This project was delayed and now due to increased construction costs these funds are being used to cover actual construction costs. Weed-Brown stated that at some point staff might have to go to

Council to ask for more money. She added that the Foundation is not able to help with this project. Plans for the expansion and the children's room have already been reviewed and slashed to determine minimal needs. Staff is currently working on getting updated costs for carpeting, shelving and patio shade cover.

Weed-Brown stated that the carpet currently in the children's room was installed in 2001 and only had a 5-year life span. The carpet is very worn and will be even worse after the construction is completed. The children's room needs to be welcoming and clean. The new carpet in the Children's room should match the new carpet on the main floor. The furniture, shelving and manipulatives will add the color in the room.

7.4   Library Events Calendar

The Board reviewed the events calendar. Weed-Brown reminded the Board of the volunteer recognition event taking place Monday, July 28. The Summer Reading Club Year-end party will take place this Saturday, July 26.

8.   BOARD MEMBER ITEMS

8.1   Agenda Planning Calendar

Weed-Brown stated that after reviewing the Board's recommendations for the agenda calendar, she made some changes. The Board reviewed the changes and approved of them.

8.2   Board Member Items

Deal stated that she enjoyed the *Night on the Plaza* event. She really likes the new angled bookshelves and the new ottomans. The pictures in the Board packet help visualize how the expansion project is progressing.

Conway said that *Night on the Plaza* went well and he liked the food set-up. He felt the music was somewhat loud. He felt that the young ladies selling tickets did not go around as much as in previous years.

There being no further business, the meeting adjourned at 8:51 p.m.
Respectfully Submitted,
Robin Weed-Brown, Library Director
*The above minutes are subject to the Library Board's additions or corrections and final approval.

6.
Report of Library Director

Glendora Public Library   140 S. Glendora Ave.   Glendora, CA   91741
(626) 852-4891   library@glendoralibrary.org

MEMO

To: Board of Library Trustees

From: Library Director

CC: City Manager

Date: August 18, 2008

Re: Director's Report

Community

Welcome to our new Library Trustee Helen Storland!

Our *New Books* area is nearing completion: new wooden bookstore-like shelves for 'new fiction', a gondola for 'Just Arrived' materials and new lighting are up and drawing lots of positive remarks. We still plan on adding a double-sided section to the 'new non-fiction' shelving (this is existing shelving we own and will relocate). We will be moving the ottomans inside the pillars for our browsers to rest on while pondering their next read.

We started sales of our new 'going green' tote bags in August, a month ahead of schedule. Sales have been good, 50 sold in the first week! We have also started the drawings early: public can enter to win either a new tote bag (if they brought in their own bag) or a $5.00 gift certificate to the Friends Book Loft if they have already purchased a tote bag and are not interested in another one.

The expansion project is moving along nicely. As of this writing the walls are up and they are working on the roof. It is still unclear the amount of funds I will have to work with to purchase items originally budgeted for: chairs, tables, replace the torn and dirty carpet in the children's room, etc. The delay in the start of the project and "change orders" has taken a large bite out of the budget leaving less for the other planned items. We may need to go back to the City Council and ask them to authorize additional funds to cover the shortage.

The Friends Foundation has authorized funds for a banner promoting the "Hands" project that will hang over the entrance to the library to encourage donations. The push by the school district for donations, the weak economy and other pressures has definitely taken its toll on library fundraising. The Night on the Plaza cash donations were down several tens of thousands of dollars this year.

The new study tables and chairs for the main floor should be here by the end of August. These are being paid for by the Friends Foundation.

The Red Cross will be having a blood drive up in Bidwell forum on Wednesday, August 26 from 12:30-6:30 p.m. The library has been partnering with the Red Cross for several years now with blood drives annually, and when possible semi-annually.

Staff

Congratulations to Cindy Romero, Mary Pat Dodson and Anne Pankow on receiving second year funding for the ELF (Early Learning with Families) grant program! The library will receive $10,000.00 to help with purchasing the tools and resources for this great new program. Response to the changes the first year grant allowed us to make in the children's room has been favorable. The new parenting workshops were also started as part of the first year grant.

Janet Stone applied for and was accepted to participate in a statewide "reference think tank" to be held August 25-26 in Pasadena. Close to 100 applications were submitted for about 45 openings. As defined by the State Library, "We are seeking a special group of participants who are up for the challenge of thinking about emerging trends and future possibilities, and who want to develop transformational scenarios for providing information services to our communities." I am proud to have Janet represent the Glendora library and know that she will be wellspring of innovative ideas. The State Library covers her costs for lodging and meals. Congratulations Janet!

Rebecca Simjian was recognized by the City Manager with a Certificate of Appreciation for her "knock-your-socks-off" customer service at our library's August All Staff meeting. Congratulations Rebecca!

I want to congratulate all of the library staff for an amazing summer of activities. Everyone, absolutely everyone, was impacted in one way or another during this busy time. Between summer reading clubs that brought in record attendance, covering public service desks, our major fundraiser Night on the Plaza and the start of construction on our expansion, staff was working at top efficiency and with their well-known customer service finesse!

All library staff will attend training on September 4 or 10 at the library. This training will build on the training done last spring (March) on setting appropriate boundaries with the public. Det. Campbell and Det. Tibbitts from our police department will be joining us. It will cover annoying vs. illegal behaviors, how to avoid having your 'buttons' pushed and when to call the PD among other things.

Director

As I mentioned last month the city is in the process of a redesign of the city's website. Initially we thought we had three options regarding our current library website: leave the site as is, assume the redesigned look from the city's site and be included with the other departments (what the look will be is still unknown at this time) or thirdly, have a similar look to the city's site but keep it separate from the city's site. One important aspect for us is to be able to use the content management system (CMS) that the city is investing in. It makes updating the website easier and also links us to the city's site when someone does a general search via the city's website. After talking with Vision Internet, the company working on the city site, we have learned that it isn't possible to keep our current website look and use the CMS. It would cost around $15,000 to have the 'separate but similar' site. If we went with being just a subset of the city's site there would be the cost of staff time to migrate our current pages (Vision Internet will only create a template, we would still have to move the information into the new web pages). If you want to see what a 'similar but separate' site looks like, check out these two sites: www.cityofmillvalley.org and www.millvalleylibrary.org. At this time the library will work with the city on the city's redesign and see if it will be possible to meet the needs of library users through the city's layout. If not, funding options for going with a separate but similar website will be explored. I had a brief meeting with finance and IT staff recently and we have agreed to this plan of action.

In May, the library conducted its annual user survey. The public responds to basic output questions regarding the collections and library services that are later reported to the Public Library Association and compared with libraries nationally. 700 surveys were handed out and 522 returned for a 75% response rate. Our patrons also have the opportunity to write comments as well on the survey. Over a third of the respondents did write comments-mostly positive I am happy to report. Attached to my report are copies of some of the comments we received. We also gathered feedback on what types of new collections they would like to see. I will be bringing that information back to you as well as the overall survey results at a later time.

I have included a brief article from Library Hotline compiled by OCLC on public library support. I have the full report in PDF format (212 pages) and have also attached a few pages from the full report for your information.

Next Board Meeting: September 15, 2008

CALIFORNIA
STATE LIBRARY
F O U N D E D   1 8 5 0

August 5, 2008

Robin Weed-Brown, Director
Glendora Public Library
140 S. Glendora Avenue
Glendora, CA 91741-3499

Dear Ms. Weed-Brown:

I am pleased to approve the grant application for the ELF: Early Learning with Families for a total of $10,000 in federal Library Services and Technology Act (LSTA) funds.

The success of your ELF program thus far holds great promise for families in California. Your application demonstrated continued commitment to the development of creative library services for parents and child care providers as they strengthen their relationships with and understanding of infants, toddlers and preschoolers. We encourage you to continue your partnerships with Literacy Services and your community agencies in order to reach a broad base of families and to integrate ELF programming where it can most benefit your community. All efforts to include and/or encourage ongoing staff training related to child development and family dynamics is strongly supported. Such trainings can help deepen and further inform your ELF family services as they evolve over the coming year.

The Library Development Services Staff is ready to assist you in making your project a success. Please understand that no grant payments can be processed until the governor signs the State budget. State processing of grant payments can require 6-8 weeks before you receive your check.

Best wishes for a successful project year.

Yours truly,

Susan Hildreth
State Librarian of California

Enclosures

cc: Colette Moody
     Suzanne Flint
     Anne Pankow
     Cindy Romero
     Mary Pat Dodson

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COMMENTS

this is on of the most well
Stock and Top rate staff
of any City Library I've used.

It is my Plasure to call this
Library my ~~Home~~ City Library

Keep up the Great work:

COMMENTS

I LOVE YOUR LIBRARY! THIS IS THE BEST LIBRARY
IN ALL OF THE INLAND EMPIRE. EVERYONE
IS VERY HELPFUL, AND THEY ORDER

COMMENTS

Probably best library
in the country !!!!

COMMENTS

EXCELLENT FACILITY + STAFF MAKE
THE LIBRARY A VALUABLE ASSET
TO THE CITY.

COMMENTS

I've lived in many cities and
have always used their public
libraries. This library is by
far the best.

COMMENTS

Glendora Library is a
very congenial + friendly
atmosphere.
I would rate it as the
best library I have ever
been to.

COMMENTS

Without Question, Glendora PL is the best PL I have ever been in. The WiFi acess allows me to read on-line book reviews to see if others found something I'm considering checking out to be worth my time.

I also purchase bags of discarded books from the changing selection of books. Over the years I have bought a thousand, stollen one or two, The books one may purchase is something

May we quote you?

X Yes ___ No

Even more useful to me than those that I check out.

As a USFS volunteer, I use the Library for current research in to biological and chemical hazardous materials which I and other forest workers encounter at times (people bring all kinds of dangerous stuff in to the mountains with them) so that I can avoid of safely handle such materials for disposal.

The Library is perfect for such Research.

COMMENTS

I really like coming here. I can check out books and cds w/o wasting money.

COMMENTS

Keep up the good work on new fiction titles!

Best library in the San Gabriel Valley!

COMMENTS

A wonderful collection — I come here often. Thanks.

COMMENTS

What makes Glendora Library great is that they have titles that no one else has!

COMMENTS

The staff here is really friendly and always goes out of the way to help me find what I'm looking for. The shelves are always really neat, and its easy to manuever my way around. Thanks Glendora Library!

COMMENTS

I believe the library is doing an excellent job with the books, resources and services offered. The staff is ALWAYS, courteous and helpful. Keep up the good work!

Susan Cop

May we quote you?

✓ Yes ___ No

The librarian at the reference desk was very helpful in finding a book about Barry Goldwater, so I may read it before the event. She was curious if I was going, too. Librarians here really care about sharing the events that go on here, & I appreciate that!

May we quote you?

X Yes _____ No

COMMENTS

I ENJOY COMING TO THE LIBRARY. IT'S EASY TO FIND THE MATERIALS NEEDED AND THE PEOPLE ARE VERY HELPFUL AND PLEASANT.

COMMENTS

The library is so comfortable and pleasant.

The members of staff are helpful and so nice to deal with

Coming here is a very good and positive experience.

Thank you

COMMENTS

I see major changes & I

love the improvements!

COMMENTS

OVERALL GLENDORA LIBRARY IN ONE OF THE BEST, CLEAN, QUIET; WITH PLENTY OF HELP AVAILABLE AT ALL TIMES. LOVE IT

The Glendora Public Library
has been the source of much
pleasure to me for more
than forty years, and it is
better now than ever. It
is, and should be, a center
of pride for the pride of
the Foothills

COMMENTS

As a SENIOR Lady I truly
enjoy & feel safe at "My" Library!
I always FIND SOMETHING I
"NEED" to read

COMMENTS

As I live in Glendora and
I am a Retired Senior, I have
always enjoyed this Library. I
find that this Library always keeps
up with books & other materials
which I enjoy. Thank you!

COMMENTS

We are so blessed to have the library the staff is always so very helpful and friendly and the changes to the Children's Area are WONDERFUL!

COMMENTS

The children's storytimes are wonderful. The addition of all of the toys, tables, & cushions really enhance the children's area.

I love the email reminders sent out for items due soon. Fabulous!

May we quote you?

X Yes _____ No

COMMENTS

We spend a lot of time in the children's room & it just gets better & better. The librarians are always so friendly & helpful. We love Miss Cindy, Miss Gail & Miss Deb. We participate in all the activities available for my son's age & he always looks forward to coming to the library! We've been coming since my son was an infant & he is now 4½ yrs old. He will definitely grow up loving to read & the activities, programs, etc. available to us have been a great influence!

May we quote you?

COMMENTS

Always nice people and always find something interesting. I bring my sons every Saturday we can for Story time.

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Drexel U. Establishes, Funds Sacramento Graduate Center

Philadelphia's Drexel University will open a Center for Graduate Studies in Sacramento, CA, and establish a $10 million fund for student fellowships. Among the five master's programs to begin in January 2009 are degrees in library and information science and information systems. The programs, offered in downtown Sacramento, are intended to address the schedule needs of working adults.

"Drexel has seen enormous success in Philadelphia due to its strong partnership with the business and civic community here," said Drexel president Constantine Papadakis, "and we are looking forward to building equally strong relationships in Northern California."

Drexel's Sacramento facility will offer state-of-the-art classrooms with wireless access. Students will be supported by onsite staff and linked to all the resources of Drexel's main campus, including program and library resources and career assistance. Drexel will also offer students the ability to meet and learn from local business, civic, and community leaders, as it has done in Philadelphia.

The Sacramento Leaders Fellowship Fund will be allocated over five years. The

program is funded entirely by Drexel, but the school's California alumni have already begun to contribute to the fellowships, Carl Oxholm, acting director of the Sacramento Center, told *Library Hotline*.

The university began exploring opportunities in the Greater Sacramento area in 2007 after Papadakis was approached by a group of community leaders led by real estate developer Angelo Tsakopoulos. They have offered Drexel more than 1100 acres to build a major undergraduate campus in Roseville, located in adjacent Placer County. That offer remains outstanding, Oxholm told *Hotline*. Drexel's trustees first want to confirm the success of the program, he said.

For more information or to attend an information session to learn more about the graduate programs (the first of three will be offered July 22 in Roseville, CA), visit www.drexel.edu/sacramento or call 888-389-3781.

Gates Awards $8.1 Mil. To Upgrade Computers

The Bill & Melinda Gates Foundation announced $8.1 million in grants to help public libraries in 11 states upgrade their computer hardware. This is the second of three rounds of Opportunity Online grants; they require local matching commitments totaling $4.1 million.

Intermediary organizations will administer and manage the grants in each state. The grants were awarded to Bibliographical Center for Research (BCR), the Library of Virginia, and the NELINET, PALINET, and SOLINET consortia.

The foundation, in partnership with its intermediaries, has contacted all eligible libraries—in communities with high concentrations of poverty that are at risk of having outdated technology. More than 800 library facilities in Alaska, Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, North Carolina, Oregon, Rhode Island, Virginia, and Washington State qualify in this round.

For More PL Support, Stress Values, Finds OCLC Report

There's a lot of latent support for libraries in the United States, but several themes about the value of libraries must be stressed in order to increase it, according to a new OCLC report, *From Awareness to Funding: A Study of Library Support in America*. The report was paid for by the Bill & Melinda Gates Foundation. "The report findings suggest that a large-scale advocacy campaign targeted at the right segments of the voting public has the potential to drive increased funding support," observed Cathy De Rosa, OCLC's VP for the Americas and global VP of marketing. She, along with Jenny Johnson, executive director, branding and marketing services, were the principal contributors to the report.

Among the findings: 1) The most committed funding supporters are not the heaviest users. 2) Many people are unaware of library services. 3) "Passionate librarians" help generate library funding. 4) Voters who see the library as "transformational" as opposed to "informational" are more likely to favor it. 5) Increasing support for libraries may not necessarily mean a trade-off with financing other public services.

The report is based on surveys and interviews with adults living in commu-

nities of fewer than 200,000 people, since 90 percent of libraries serve such areas. The analysis divides the population into several segements. Super Supporters represent 7.1 percent of the population. Probable Supporters are 32.3 percent, divided under the following rubrics: Just for Fun: 7.1 percent; Kid Driven: 6.6 percent; Library as Office: 3.4 percent; Look to Librarians: 6.5 percent; and Greater Good: 8.7 percent.

Nonsupporters, under the category Barriers to Support, represent 34 percent, divided under the following groups: Financially Strapped: 10.6 percent; Detached: 16 percent; and The Web Wins: 7.4 percent. Chronic Non-Voters comprise 26.6 percent. Given that Super Supporters and Probable Supporters represent 57 percent of voters in local elections, there are enough of them potentially to increase the success rate of library referenda, ballot initiatives, and bond measures, the report says (though not, it should be pointed out, where a supermajority is required).

Lessons from elected officials

Also, 84 elected officials completed an online survey. Their views, the report states, are similar to those of Probable Supporters, appreciating the added value of libraries and librarians but seeing the library more as an amenity than a necessity.

Interestingly, while 71 percent of those officials have a positive impression of local library leadership, only 53 percent believe their local librarian works closely with local politicians and community leaders to better the community.

Officials offered the following suggestions: 1) Stress the library's return on investment (ROI) to the community. 2) Build strategic partnerships with other public services and programs. 3) Be proactive in seeking library support. 4) Engage constituents to influence elected officials. 5) Stress the library's broad nonpartisan appeal.

Engaging support

Ten focus groups, conducted with two groups in each of five markets, including two larger urban markets (Minneapolis and Pittsburgh), helped researchers figure out how to increase the commitment of both Super Supporters and Probable Supporters and enlist the aid of others. The top theme to emerge was the concept of equal access for all—an issue that didn't surface immediately but came out after group discussion.

Such library supporters also prized the concept of shared community values (assets, respect, self-reliance) and viewed the library as a sacred place (quiet, order, freedom, safety, social bonding). Finally, they see the library as a reflection of the community's stature, so a thriving library reflects a healthy community.

OCLC's research partner was Leo Burnett USA, a national research and advertising agency. A group of librarians and community leaders were consulted as well. //

Teen Life Skills Program Adapted at Cleveland Heights

A successful program that challenges teens to build critical social skills has been introduced at the Cleveland Heights-University Heights Libraries (CH-UHL), OH. Why Try (www.whytry.org), designed for students at risk in grades 9-12, teaches participants how to succeed in school and social settings. They learn basic life skills, such as how to deal with peer pressure, how to get a job, and problem solving.

Currently underway, Why Try is rotating among four branches, each hosting a daily, one-hour workshop over the course of two weeks. The program is facilitated by Cindy Schmidt, public school district social worker, and Sam Lapides of the library's young adult staff.

The recruitment process was totally open, young adult services coordinator Steve Haynie told *Library Hotline*. CH-UHL advertised the workshops on its web site and on a white board at each partic-

From Awareness to Funding

A study of library support in America

A Report to the OCLC Membership

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Report structure

The report presents the findings from the advocacy research:

- **Chapter 1: From awareness to funding**
  A brief overview of the research findings: an executive summary

- **Chapter 2: Who are the library's financial supporters?**
  A detailed overview of the market segmentation analysis

- **Chapter 3: Elected officials and library funding**
  A review of survey findings about elected local officials

- **Chapter 4: Library funding support is an attitude, not a demographic**
  Eight key insights from the quantitative survey that outline the factors most likely
  to influence a voter's willingness to support increased funding for libraries

- **Chapter 5: Motivating Probable and Super Supporters—
  testing the facts in the field**
  A review of the findings from qualitative focus groups that provide a deeper
  understanding of attitudes and perceptions of potential library supporters

- **Chapter 6: Mobilizing Probable and Super Supporters—
  what makes the difference**
  A review of the findings from qualitative focus groups that indicate what messages
  and approach would potentially increase voters' willingness to support the library

- **Chapter 7: Conclusion**
  Conclusions of the advocacy research and an overview of next steps toward a
  possible national library support campaign.

Introduction: Funding the mission

Each of the 9,000 public library systems in the United States[1] has a unique mission, a mission crafted to meet the unique needs of the community it supports. But together these libraries also share a collective mission: *to provide every resident of the United States the opportunity to thrive through access to information and lifelong learning.* The importance of this collective mission has been strengthened by decades and generations of experiences that confirm that free and open access to information transforms; it transforms lives, it transforms communities and it transforms societies.

"The library is a great promoter of equality and democracy. Anyone can go, anyone can read what they want and make whatever use they want of it for whatever they want to pursue."
(Research participant, Minneapolis, Minnesota)

Free access transforms, but transformation is not free.

While the majority of residents of the United States have visited their public library and have used its services, most cannot describe how their library is funded. Over 80% of funding for U.S. public library operations comes from local tax receipts. State and federal taxes provide a relatively small portion of public library operating funds in most states. Together, state and federal funds accounted for approximately 10% of total annual operating budgets of U.S. public libraries in 2005[2], down from 14% of operating budgets in 2000. Dependence on the local purse for public library funding is high, and increasing.

Local taxpayers provided over $9 billion in 2004 to support the operations of their public libraries. U.S. taxpayers also provided $800 billion in local taxes for other community services including fire, police, schools, health and parks.[3] All of these vital community services demand time, attention and tax support from citizens and their elected officials. There is growing pressure and increasing competition for the community mindshare.

Public libraries funding represents roughly 1% of total local community operating expenditures.

Source: U.S. Census Bureau, 2004

For many public libraries, the need to grow awareness and mindshare is intensifying as library annual operating funds are not keeping pace with the services and resources needed to meet their mission. Analysis of 2005 data collected by the National Center for Education Statistics highlights that over a third of U.S. public libraries are operating with budgets that are declining. Many more are operating with budgets that are level or slightly ahead of inflation, but significantly behind the current inflation rates for employee benefits, energy and materials. As a result, many libraries are being forced to reduce staff, cut hours and reduce community services.

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The longer term public library funding picture is also challenging. Library levies, referenda and bond measures have been failing at an increasing rate over the past decade. And the number of library levies placed on a ballot for voter consideration is also in decline.[4]

If residents are not aware of how their libraries are funded, are they aware of the growing financial pressures on libraries? Are the service reductions or trade-offs that occur as library budgets decline debated sufficiently within local communities? And is the collective library voice strong enough to attract the mindshare necessary to ensure future funding? These critical questions now face many U.S. public libraries.

We live in a country, and a world, blanketed by marketing messages and appeals for consumers' and voters' time, money, endorsements and mindshare. It is estimated that total advertising spend in the United States will reach nearly $300 billion this year.[5] The marketing techniques deployed by organizations to reach their sales or advocacy goals are becoming increasingly sophisticated and effective. Indeed, the number and effectiveness of library marketing and advocacy campaigns are also growing. These campaigns have been successful at increasing awareness and library use. Library visits are up 19% from 2000 to 2005. Circulation of library materials is up 20%. Access to public computers is up 86%.[6] But funding is not keeping pace with this demand. While successful in raising demand, the majority of library campaigns have been aimed at promoting library services and driving library use, not increasing library funding.

Funding the collective library mission is a growing problem and without proactive and large-scale action, we can see no economic, social or political factors or events that will reverse the trends in library funding. So, in 2007, funded by a generous grant from the Bill & Melinda Gates Foundation, we set out to ask the question: is it possible to apply the latest marketing and advocacy techniques that are being so successfully used in other venues to create funding awareness, drive action and *ultimately increase funding for public libraries?* Is it possible to reverse the downward trend in library levy passage rates? Can libraries be more effectively positioned alongside other critical local services like fire, police, schools and public health? And could a national library support campaign make a difference in the ability of public libraries to fund their collective mission?

Our hypothesis:

> U.S. public libraries are facing marketing and advocacy challenges that have been faced by other 'super brands.' Lessons learned and successes achieved can be applied to increase library funding. Utilizing marketing and advocacy techniques targeted to the right community segments with the right messages and community programs, we can improve the state of public library funding.

OCLC partnered with Leo Burnett, a national research and advertising agency, to conduct the research and exercise this hypothesis, utilizing the most current marketing techniques and practices. We also worked with a distinguished group of librarians and community leaders who guided and advised us throughout the project.

We set out to ask the question: is it possible to apply the latest marketing and advocacy techniques that are being so successfully used in other venues to create funding awareness, drive action and ultimately increase funding for public libraries?

There is sufficient, but latent, support for increased library funding among the voting population.

I am pleased to report the results are promising. Findings suggest that there is sufficient, but latent, support for increased library funding among the voting population. There is evidence that a large-scale library support campaign could make a difference. Working together with librarians, local communities, library consortia and association leaders and other partners, we believe that it is indeed possible for a library support campaign to increase, and sustain, public library funding in the United States.

This report summarizes our findings. We look forward to your comments, your feedback and the opportunity to work together to put this research into action. You can post ideas, observations and suggestions at www.community.oclc.org/funding. You can contact me directly at derosac@oclc.org.

Again, our thanks to the Bill & Melinda Gates Foundation for its support of this research and for the opportunity to partner on library advocacy initiatives.

Cathy De Rosa
Vice President for the Americas and
Global Vice President of Marketing
OCLC

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Segmentation results

The BrandProspect™ segmentation analysis resulted in the development of a Library Supporter Segmentation Pyramid representing U.S. residents ages 18–69 in communities of 200,000 residents or less. The Library Supporter Segmentation Pyramid is made up of four tiers: Super Supporters, Probable Supporters, Barriers to Support and Chronic Non Voters. The Barriers to Support and Probable Supporters tiers are further segmented: Financially Strapped, Detached, The Web Wins, Just for Fun, Kid Driven, Library as Office, Look to Librarians and Greater Good. The chart below provides a summary of key data relating to the tiers and segments that comprise the Library Supporter Segmentation Pyramid.

Segmentation data summary

Tier/Segment	Percentage of total population	Percentage of voting respondents (excluding Chronic Non Voters)	Percentage of the segment that would *definitely* vote yes*	Percentage of all *definite* yes voters*	Number of annual library visits	Percentage of all reported annual library visits	Library Support Index**	Library Use Index***
Super Supporters	7.1%	9.7%	80%	21.0%	15.9	9.4%	295	132
Probable Supporters	32.3%	44.0%	47%	55.6%	19.9	59.6%	172	186
Just for Fun	7.1%	9.7%	37%	9.7%	36.3	23.9%	136	336
Kid Driven	6.6%	9.0%	48%	11.5%	19.0	11.6%	176	177
Library as Office	3.4%	4.6%	49%	6.0%	18.0	5.7%	176	167
Look to Librarians	6.5%	8.9%	50%	12.2%	24.5	14.8%	187	227
Greater Good	8.7%	11.8%	50%	16.2%	4.5	3.6%	188	42
Barriers to Support	34.0%	46.3%	19%	23.4%	6.4	20.1%	69	76
Financially Strapped	10.6%	14.4%	11%	4.4%	10.6	10.4%	42	98
Detached	16.0%	21.8%	21%	12.4%	3.7	5.5%	77	34
The Web Wins	7.4%	10.1%	24%	6.6%	6.2	4.2%	90	57
Chronic Non Voters	26.6%	0%	0%	0%	7.4	10.9%	0	41
TOTAL	100%	100%	N/A	100%	N/A	100%		

*In response to survey question: "If there was a referendum, ballot initiative or bond measure for your local public library on the ballot, how do you think you would vote?

**The Library Support Index is a measure of a segment's relative willingness to definitely support a library referendum, ballot initiative or bond measure.

$$\text{Library Support Index} = \frac{\text{\% Definite Library Supporters}}{\text{\% population ages 18–69 in communities} < 200,000} \times 100$$

***The Library Use Index is a measure of a segment's relative frequency of library visitation.

$$\text{Library Use Index} = \frac{\text{\% Library Visits}}{\text{\% population ages 18–69 in communities} < 200,000} \times 100$$

From awareness to funding

This report summarizes the research findings of an advocacy research grant awarded to OCLC by the Bill & Melinda Gates Foundation. The grant was awarded to conduct research, develop strategies, create materials and evaluate the potential of marketing and communications programs aimed at increasing and sustaining library funding for U.S. public libraries.

The problem:

Public library use in the United States is growing. Circulation and visits to U.S. libraries are increasing and a wide range of services, such as literacy classes, teen programs and public access computing, are also experiencing strong demand. But the public funding required to sustain the variety, use and appetite for library services is not keeping pace with demand. For many public libraries, particularly those in smaller rural communities, funding is a growing concern.

Federal and state funding for public libraries has flattened or declined, and the ability to raise funds from local sources, which represent 81% of all library funding, has also become more difficult.

Library levies and referenda are being placed on election ballots less frequently in recent years and passage rates of the library levies that make it to the ballot have steadily declined over the past decade.
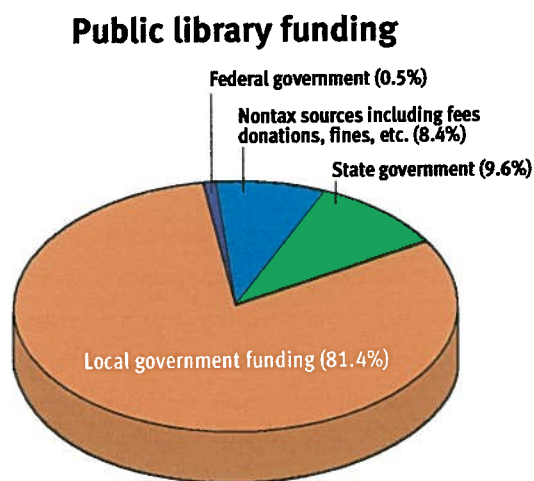
Public library funding

Federal government (0.5%)

Nontax sources including fees donations, fines, etc. (8.4%)

State government (9.6%)

Local government funding (81.4%)

Source: National Center for Education Statistics, 2007

As a result, for many U.S. libraries, operating expense increases are now outstripping funding.

Rate of success of library levies
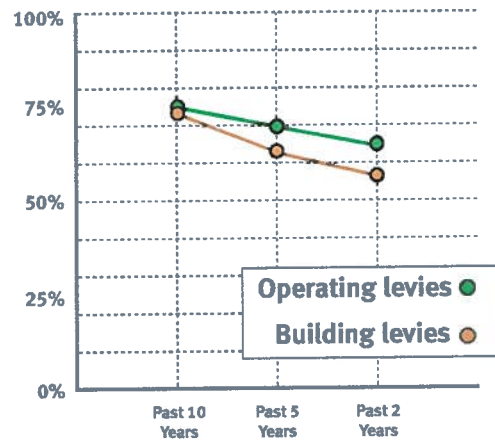
Source: *Library Journal* Public Library Referenda, 2006

Without some action, this funding problem will not self-correct and is likely to worsen. Public library budgets face significant economic strains with increased energy and healthcare costs and declining property values, leading to a reduction in local property taxes, the source of most local library funding. The cost of employee benefits increased 62% between 2000 and 2005, just one factor that has resulted in a 12% reduction in spending on collections and programs (source: National Center for Education Statistics; figures not adjusted for inflation).

Public libraries are not alone in facing these economic challenges. As the economic factors that impact libraries also impact other locally funded services such as police, fire service and education, there will be heightened competition for a share of the community purse. The research findings will show that voters do not necessarily trade-off funding support to one public service for another, and those who vote for increased funding do so across all services. However, libraries must effectively communicate their value to local voters and funding bodies to ensure that they are included for consideration. Most voters are unaware of the source and status of library funding in their communities, and many rural and suburban libraries lack the resources to create the library advocacy and marketing programs required to increase awareness.

The advocacy research goal:

The goal of the research project was twofold: first, to understand the factors that both drive, and limit, local library funding support; second, to ascertain whether a national library support campaign could be effective at increasing and sustaining funding for U.S. public libraries by reaching and influencing the segments of the voting population that have the most potential to become committed library supporters.

The project was designed to test the application of traditional market research, segmentation and targeting techniques to the library funding problem. Could marketing segmentation methods, targeted campaigns, tailored messaging and grassroots advocacy activities create a positive difference for library funding?

Our research findings suggest that the answer to this important question is 'yes.' This conclusion was reached after the evaluation of findings from five market research activities:

1. **Market segmentation analysis** to identify the most likely, and least likely, library funding supporters

2. **Quantitative research** to identify the most important library funding drivers for voters and elected officials

3. **Qualitative research** to learn more about the most likely library funding supporters, their attitudes about their library, their attitudes about their community and their willingness to actively support increased library funding

4. **Campaign strategy development** to create messaging and approach for a national library support campaign to target the most likely library funding supporters and increase their commitment

5. **Creative concept field tests** to test messaging and approach for a national library support campaign with target segments of the voting population and elected officials.

Detailed findings from the quantitative research, market segmentation and qualitative research are presented in this report. The report concludes with an overview of creative concept development, field test findings and potential next steps.

What we learned:

1. Building market segmentation

A primary goal of the advocacy research project was to create a segmentation and targeting framework of U.S. residents ages 18 to 69 in cities, towns and suburbs with populations of less than 200,000. More than 90% of all U.S. public libraries serve communities of this size.

The survey results provided important high-level understandings about commitment to library funding among the U.S. voting population. For example, survey results show that 74% of respondents would *probably* or *definitely* support a library referendum if there was one on the ballot at the next local election. While this appears to be a positive finding, it is not consistent with the results many libraries are experiencing at the voting booth in their local communities. If 74% of U.S. residents were consistently voting 'yes' for library referenda, ballot initiatives and bond measures, the public library community would be better-funded, and the rate and margin of success for library levies would be much higher than has been the case

for the last several years. Therefore, a '*probably* vote yes' answer on voting intent does not always translate to actual favorable voting behavior.

While 74% of respondents indicate that they would either *probably* or *definitely* vote in favor of a levy, that support is evenly split. Only 37% of respondents indicated they would *definitely* vote in favor of a library levy, too few to pass a library referendum in any state. Understanding which voters are most likely to provide *definite* library funding support, which voters will provide limited or no library funding support, and which voters represent *probable* support for increased library funding was a primary goal of the quantitative research.

Using a robust market segmentation methodology developed by OCLC's research partner, Leo Burnett, the survey data were analyzed to create a Library Supporter Segmentation framework that categorizes and profiles segments of the voting population in relation to their level of commitment to public library funding support.

The segmentation analysis identified six constructs that are the key drivers of library funding attitudes and behaviors: residents' likelihood of voting favorably if a library referendum is on the ballot; residents' general voting behavior; their stated barriers to using or supporting the library; the library services they use; their overall attitudes toward the library; and finally, their perceptions of librarians.

Significantly and surprisingly, library funding support is not driven by demographics, i.e., income, age, gender, race, political affiliation, etc. Voters' attitudes, perceptions and behaviors, not their demographic profiles, are the most important determinants of willingness to support increases in library funding. Library support is more about a mindset or an attitude than a traditional demographic profile.

A Library Supporter Segmentation Pyramid was constructed based on the six identified constructs. Library supporters were categorized from those least likely to fund libraries at the ballot box (those at the bottom of the pyramid) to those most likely to vote 'yes' for a library referendum (those at the top of the pyramid).

The segmentation pyramid identified four distinct tiers:

> **Super Supporters:** Voters at the top tier of the segmentation pyramid. These are people who are most firmly committed to supporting a library funding initiative.

> **Probable Supporters:** Voters who are likely to support library funding initiatives but are not fully committed.

> **Barriers to Support:** Voters who, for a variety of factors, have significant barriers to voting in favor of increased library funding.

> **Chronic Non Voters:** People who are not registered to vote or have a track record of choosing not to vote in presidential and local elections. They also indicate they are not likely to vote in the future, and are therefore unlikely to provide support for library funding initiatives.

Library Supporter Segmentation Pyramid
Total Respondents

Super Supporters

Probable Supporters

Barriers to Support

Chronic Non Voters
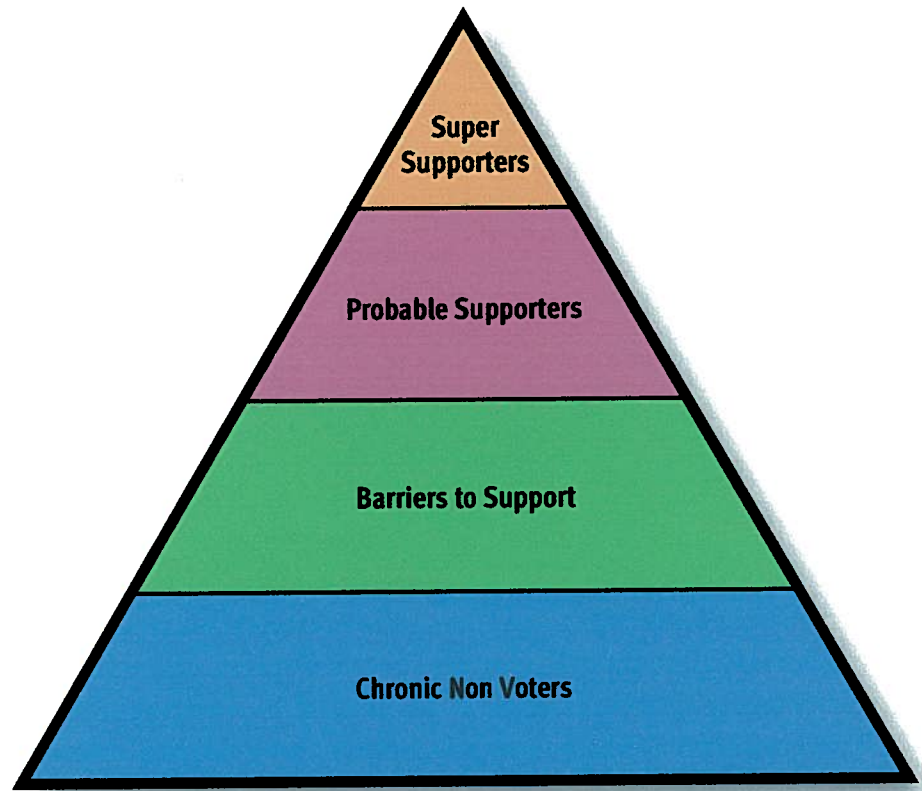
Population ages 18–69 living in communities of less than 200,000 residents
Source: *From Awareness to Funding*, OCLC, 2008

Profiles of the voter segments that make up the Library Supporter Segmentation Pyramid provide valuable insights about how to most effectively identify, select and influence individuals who support library funding. "Chapter 2: Who are the library's financial supporters?" provides a detailed review of the segmentation pyramid with a review of each tier and each of the 10 segments that make up those tiers.

While many U.S. libraries are funded at least in part by local library referenda, ballot initiatives and bond measures, not all communities fund their public libraries using library levies. Many communities fund libraries through resource allocation from general community funds. Local elected officials work with their constituents to allocate funding to libraries and other public services.

Quantitative research was also conducted to better understand the attitudes and opinions local elected officials hold about libraries and local library funding. Elected official respondents are higher-than-average users of the library and believe that the library is an important community resource. Surprisingly though, given their involvement with the library, the majority of local elected officials feel that their libraries have sufficient funds to meet their day-to-day operational needs.

When asked to indicate which of a number of public services they would agree to fund through an increase in local taxes, most elected officials indicated a higher likelihood to support funding initiatives for the fire department, public schools and police department than for the public library. "Chapter 3: Elected officials and library funding" provides a detailed review of the research findings relating to elected officials.

2. Quantitative research—identifying the drivers of library funding

The quantitative survey provided significant detailed information about the factors that drive, and limit, funding support of U.S. public libraries. These include information about the attitudes and behaviors of the respondents relating to libraries, librarians, the library's role in the community and respondents' willingness to increase taxes to support an increase in funding for libraries and other locally funded public services. There were eight important findings derived from the quantitative research:

1. **Most people claim they would support the library at the ballot box—fewer are firmly committed to it.**

2. **There is a lot that people don't know about their public library.**

3. **Library support is only marginally related to visitation. Advocating for library support to library users focuses effort and energy on the wrong target group.**

4. **Perceptions of the librarian are highly related to support. 'Passionate librarians' who are involved in the community make a difference.**

5. **The library occupies a very clear position in people's minds as a provider of practical answers and information. This is a very crowded space, and to remain relevant in today's information landscape, repositioning will be required.**

6. **Belief that the library is a transformational force in people's lives is directly related to their level of funding support.**

7. **Increasing support for libraries may not necessarily mean a trade-off of financial support for other public services.**

8. **Elected officials are supportive of the library—but not fully committed to increasing funding. Engaging Probable Supporters and Super Supporters to help elevate library funding needs is required.**

More detail about the key drivers of library funding can be found in "Chapter 4: Library funding support is an attitude, not a demographic."

3. Qualitative research—understanding attitudes toward libraries and library funding among the most likely supporters

The findings of the quantitative research were further informed by qualitative research. The objective of the qualitative research was to gain a more in-depth understanding of two key market segments, the Probable Supporters and the Super Supporters, and their perceptions of the local library today.

Ten focus groups were conducted in April 2007, including one group of Super Supporters and one group of Probable Supporters each in: Huntsville, Alabama; McPherson, Kansas; Medford, Oregon; Minneapolis, Minnesota; and Pittsburgh, Pennsylvania.

The findings of the qualitative research reinforced the quantitative research results. Respondents have rich and detailed memories of their first experiences at the library and strong, positive current perceptions of the library. Respondents who have the strongest beliefs that the library is a source of transformation are those who are most passionate about the need to protect, support and fund the library.

However, the focus groups also showed that even the most avid supporters of the library have concerns about the relevance of the public library in today's world and their favorable vote in support of library funding initiatives cannot be assumed. While Probable Supporters and Super Supporters have a strong emotional connection to the public library, that connection is latent and is exhibited fully only during the use of projective research techniques. Discussion during the focus groups about a potential tax increase in support of public library funding highlighted other issues that any library support marketing campaign would need to overcome. Voters have little or no awareness of how their local public libraries are funded and are also unaware of any funding problems.

It was clear that the positive emotional connections that Probable Supporters and Super Supporters have with libraries were not always sufficient to convince them to increase library funding. Instead, the research indicated a need to appeal to both the heart and mind of the potential voter, positioning the library as an important part of the community's infrastructure that plays a key role in providing equal access to resources vital for thriving in today's digital world. "Chapter 5: Motivating Probable and Super Supporters—testing the facts in the field" provides more in-depth information about the findings of the qualitative focus groups.

Telephone interviews with elected officials provided similar insights. Elected officials hold attitudes similar to those of Probable Supporters. While elected officials have strong positive associations with the library and believe it plays a key role in the community, pragmatic factors often temper their support for increasing taxes.

4. Campaign strategy development—creating messaging to motivate the most likely supporters to action

The problem a library support campaign strategy must consider is how to turn the tide of dwindling library funding support in an environment where people think libraries are becoming less relevant, where we can anticipate tougher tax choices and where market-specific conditions vary.

The proposed solution is to create and promote a brand—not a library product brand focused on marketing library consumption (i.e., usage) but a library *support* brand. The brand must do more than position the library as relevant—it must activate citizen participation and drive positive funding behavior.

Based on the research findings, the OCLC and Leo Burnett team developed a library support brand strategy and outlined options for messaging and specific marketing tactics for a library support campaign to move the most likely voters from *probable* support of library referenda to *definite* support.

The brand strategy and campaign messaging options are based on the following communications objectives:

Make the library relevant for the 21st century.

Instill a sense of urgency by putting the library in the consideration set for local funding with other public services, like police, parks and fire.

Activate a conversation about how the library is a vital part of the community's infrastructure and future.

Several creative concepts were developed based on these communications objectives. Each creative idea was embodied in the form of an image and a messaging narrative that could form the basis for a library support brand and associated campaign. "Chapter 6: Mobilizing Probable and Super Supporters— what makes the difference" provides details on the creation and testing of campaign strategies.

5. Creative concept field tests—evaluating the potential for a library support campaign to impact voters and elected officials

Creative concepts were developed specifically for the purposes of evaluative testing with Probable Supporters, Super Supporters and elected officials. The creative directions were evaluated by focus groups of Probable Supporters (five groups) and Super Supporters (one group) in McPherson, Kansas; Huntsville, Alabama; and Minneapolis, Minnesota. The concepts were also reviewed by elected officials during phone interviews. Qualitative research findings were analyzed to establish the creative direction for a potential library support campaign.

Responses from voters and elected officials were evaluated against a number of criteria:

- Can this creative direction effectively create a library support brand?
- Does the idea position the library as transformational?
- Is the message broad enough to resonate with all target audiences?
- Does the idea push people to think about the library differently?
- Is the idea compelling and motivating?
- Is the tone of voice appropriate for the 'universal' library brand?

Overall, the feedback from Probable Supporters, Super Supporters and elected officials about the concepts was positive. The concepts held the potential to achieve the communications objectives and met the evaluative criteria. Concepts resonated with the voters and elected officials and reflected an aspect of what they believed to be true about the library. When respondents were asked to compare and contrast concepts, each idea was selected as a favorite of one or more respondents. Respondents often wanted to combine concepts.

Probable Supporters and Super Supporters were easily prompted by the concepts to begin a discussion of the library support problem and they did not respond negatively to raising the issue of library funding. The response to the creative directions indicated that the right campaign can generate the desired response from our target segments, repositioning the library as relevant for the 21st century, instilling a sense of urgency to support the library in various ways, and activating conversation with their friends and families. The participants expressed a desire to find out more and specifically learn more about what their local elected officials thought about funding the library.

Local elected officials saw the potential for the concepts to provide them with a positive platform they could use to dialogue with their constituents. The platform also influenced them personally to give support to library funding initiatives. "Chapter 6: Mobilizing Probable and Super Supporters—what makes the difference" provides more detail about the potential impact of the creative concepts as part of a national library support campaign.

Chapter 7

Conclusion

From awareness ...

The public's awareness of libraries is based on yesterday.

The research provides important insights into what U.S. voters and their elected officials know, and what they don't know, about public libraries and public library funding.

Most U.S. residents are aware of the traditional 'informational' library services, such as books, newspapers, magazines and Internet access. Far fewer know about the many value-added and 'transformational' services provided by their libraries, such as teen programs, computer training and 'English as a second language' (ESL) classes.

But this is not news to many in the library community. Other surveys have reported similar findings. Libraries have responded by launching marketing efforts focused on increasing awareness of the library and its services. Yet, despite numerous marketing and communications efforts across the country, the perception of the library as 'a physical place offering traditional information services (books and information)' remains well-entrenched in the minds of library users. And while the perceptions of the library may remain fixed, the information landscape is anything but stable. The knowledge landscape is expanding rapidly and the library's once unique position as the 'place that provides books and information' is increasingly crowded. Powerful rivals with deeper pockets—think Google and Barnes & Noble—are able to mount far stronger marketing initiatives in pursuit of the information consumer, claiming more of their mindshare and redefining their expectations of information access. Without action, it is almost certain that the library's brand will continue to be seen as a legacy service, a 'nice to have' but not critical institution, more relevant in the past than for the future.

> *Residents are not aware that their public libraries are under financial stress.*

The advocacy research also revealed that while the majority of residents have visited their public library, most are not aware of how the library facility or its services are funded. Most residents are not aware that their library is largely funded by local taxes—the same community purse that funds their schools, fire, police and public health services.

And of greatest concern, the advocacy research identified that residents are not aware that libraries are under financial stress. Most residents do not realize that libraries—maybe even their local library—have cut services, reduced hours or limited

new material acquisitions due to reductions in their operating budgets or increases in operating costs, such as healthcare, collections and utilities.

Residents are not aware that funding pressures will likely lead to further service trade-offs in the future. It was not until the topic of library financing was explicitly addressed in focus group discussions that residents voiced concerns or opinions about library funding. Even in situations where the focus group members had complained about the reduction in hours of their local libraries, they did not connect that inconvenience with a funding problem. In Medford, Oregon, where the library doors had closed due to a recently failed levy, focus group participants voiced a reluctance to increase taxes, believing that the money to reopen the libraries would come from 'somewhere.'

Elected officials are supportive and aware of the financial needs of the library. Those surveyed report that they are aware of the varied and important services offered by their libraries and recognize their importance to their communities. But the research also revealed that despite their appreciation for the library, local elected officials are not necessarily inclined to increase library funding. The majority felt that their libraries have sufficient operating funds.

So how do we close these perceptual and funding gaps? If, despite the efforts of existing marketing campaigns, the library brand is still about 'books and information,' how can the library be positioned as a 'transformational force' in the minds of more voters? If current library marketing campaigns are focused mainly on driving usage of libraries and awareness of their services, what is needed to increase awareness of the state of library funding to inspire, and activate, residents and local elected officials to increase funding for libraries?

This is not an easy task. Building awareness for any topic, brand or service in a world increasingly blanketed with marketing messages and sophisticated marketing techniques is not easy; nor is it inexpensive. And changing, or stretching, the perceptions of an established brand—a brand as universal in people's minds as the public library—is the most difficult of all marketing activities. But many organizations and brands have successfully increased awareness, revitalized their brands and increased revenues. The research suggests that public libraries can do the same—if they focus on the right target markets.

From awareness ... to funding

Today's support comes from those who believe libraries transform lives.

The research revealed an important distinction between the public library user and the public library funder. Not every library user is a library funder; not every library funder is a library user. A voter's willingness to support increased library funding is not driven, or limited, by library use. In fact, the advocacy research found that there is little correlation between frequency of library visits and willingness to increase funding for libraries.

Not all residents in a community are equal when marketing or advocating for increased funding for libraries.

Not all residents in a community are equal when marketing or advocating for increased funding for libraries. This inequality is not unexpected or unusual. In fact, understanding, accepting and leveraging the differences among different groups of consumers is the premise underpinning successful marketing and branding strategies. Understanding market segments and delivering the right value to the right target segment(s) is the top determinant of market success. As described by our market research partner, Leo Burnett:

"Not everyone is alike and different people want different things from the category. They evaluate, perceive and use brands differently. No brand has 'universal appeal' and the more brands there are in a category, the more this is true.

"For every brand, there is greater chance to build business [funding] among some segments of consumers than others. If these segments can be identified, the brand has a 'roadmap for growth' and can customize marketing efforts to the most likely prospects."

There are many ways to segment a market, including the library funding market. Unlike many research studies and surveys that assume a segmentation construct at the outset of market research (age, gender, income level, education level, etc.), no assumptions were made about which constructs could potentially drive the segmentation of the library funding market; but instead, the constructs were revealed through analysis of the research data. Utilizing the trademarked BrandProspect™ segmentation approach developed by Leo Burnett, the quantitative research data informed the construction of the Library Supporter Segmentation Pyramid.

Library funding support is an attitude, not a demographic.

A crucial and somewhat unexpected finding from the segmentation analysis was that demographics and lifestage were not important constructs in the library supporter segmentation. In fact, demographics are irrelevant to library funding support. The factors that determine residents' willingness to increase their taxes to support their local library are their perceptions and attitudes about the library and the librarian, not their age, gender, education level or household income. Library funding support is an attitude, not a demographic.

The Library Supporter Segmentation Pyramid identified four market tiers: residents who are not registered or do not typically vote in elections (Chronic Non Voters); voters with high barriers to supporting the library (Barriers to Support); voters who are probable library funding supporters (Probable Supporters); and voters who are definite library funding supporters (Super Supporters). Within these four market tiers are 10 distinct market segments, named to reflect their distinctive characteristics: 'Chronic Non Voters,' 'Financially Strapped,' the 'Detached,' 'The Web Wins,' 'Just for Fun,' 'Kid Driven,' 'Library as Office,' 'Look to Librarians,' 'Greater Good' and the 'Super Supporters.' Each of these segments can be profiled according to its unique attitudes and beliefs, as well as its willingness to increase taxes to fund the local library.

Conclusion

Two tiers of the pyramid provide the greatest opportunity for a campaign to increase library funding, the Probable Supporters and the Super Supporters. Together these target market tiers represent roughly 40% of U.S. residents ages 18–69 in communities of 200,000 or less. The market segmentation suggests that a library funding campaign should be targeted at less than half of residents in any community. And because the most likely library funders are not the most frequent library users, the target segments will exclude a large number of regular library users.

The research identified several important shared values and beliefs across the target market segments, the Probable Supporters and the Super Supporters:

- They are involved in their communities
- They recognize the library's importance to the community and to a child's education
- They are not always heavy users of the library, but believe the library is a noble place, important and relevant to the community
- They recognize the value of a 'passionate librarian' as a true advocate for lifelong learning
- They see the library as a vital community resource like public schools, fire and police, and are willing to increase their taxes to support the library.

For the target supporters, the library is not perceived as just a provider of practical answers and information; the most committed supporters hold the belief that the library is a transformational force.

These findings were reinforced during focus groups with Probable Supporters and Super Supporters. Field research in five U.S. communities explored the factors and messages most likely to drive, and to limit, increased funding support for libraries within the target segments.

Awakening and reinforcing the transformational value of the library is the most important factor in increasing library funding support. Several messages made a difference and several messages did not matter.

When Probable Supporters and Super Supporters were asked why they believe the library is a relevant and critical resource for their local community that deserved to be funded, these supporters did not talk about the books or about the information the library provides. They were not swayed to invest in the library because of its products, but rather by the role it plays in helping form the people they are today. Supporters do not believe that the library's value to the community is simply as a source of information, but rather as a 'window to the world' that allows them, and every resident in their community, to achieve their potential. Library funding supporters are not swayed by messages that detail library services delivered, but rather by messages that remind them of the library's impact on their community.

During lively discussions, several themes emerged that supporters felt could articulate the value of the library in ways that could convince them and others in their community to vote for an increase in taxes. Armed with these themes, the

Awakening and reinforcing the transformational value of the library is the most important factor in increasing library funding support.

research team developed and tested a number of potential library support campaign concepts with Probable Supporters, Super Supporters and elected officials. Across all three groups, the most effective campaign concepts addressed the challenges communities face and the positive impact the library can have on alleviating those problems.

A successful library funding support campaign must:

- **Make the library relevant for the 21st century**
- **Instill a sense of urgency by putting the library in a competitive context for funding, alongside the public schools, fire department and police department**
- **Activate conversations about the library's importance in community infrastructure and its role in the community's future.**

As library funding faces increasing economic strains, Probable Supporters and Super Supporters must be reached, motivated and mobilized to support library funding.

The research suggests a large-scale library support campaign targeted at Probable Supporters and Super Supporters, with the right messages and programs, will increase support for the public library. But, of course, this will not happen without library community action. The love that even the most ardent supporters have for the library is latent; their awareness of the funding issues faced by libraries is minimal; and competition for the local community purse is likely to increase. As public libraries face increasing economic strains, Probable Supporters and Super Supporters must be reached, motivated and mobilized to support library funding.

To thrive tomorrow, libraries must translate belief to awareness, and awareness to action.

Next steps

So what are potential next steps?

While the research results are promising, additional field testing and learning are needed before a library support campaign can be constructed. By design, the research and the resulting library supporter segmentation are national in nature; the results therefore represent national averages. Likewise, while we know that Probable Supporters and Super Supporters represent roughly 40% of residents nationally, we do not know how those percentages might vary from community to community.

During the qualitative field research phase, the attitudes and perceptions expressed by Super Supporters and Probable Supporters were consistent from community to community. However, there were differences in the market conditions across the five research locations that could impact the efficacy of a large-scale campaign. From community to community, we found differences in library funding models (levy funding or allocations of a shared local government budget), economic conditions and population changes.

Local library market differences must be studied to determine how local or regional factors can be incorporated into a possible library support campaign. We are happy to report that a 'market-typing' research project is currently planned for summer 2008. This research is the first step in identifying a small number of test markets where a library support campaign could potentially be fielded and evaluated.

OCLC will continue the dialogue with the library community, the Bill & Melinda Gates Foundation and other possible library supporters to evaluate the potential for a library support campaign aimed at turning the tide on public library funding in America.

Library Friends Foundation Honored

GLENDORA — It was a wonderful evening for celebrating; the moon was full, the band was playing and everyone was in high spirits. During the Glendora Library Friends Foundation "Night on the Plaza" fundraiser on July 19, the Glendora Library Board of Trustees honored the Foundation for its steadfast dedication and support of the Glendora Public Library and the citizens of Glendora and for their tireless commitment to connecting the community to the world of ideas through information and imagination'. Library Trustee members Mike Conway, Tricia Gomer, and Debbie Deal presented Foundation Vice President John Lundstrom with a plaque and certificate. All of the Foundation Board members present were asked to stand and be recognized.


Katharine Rudnyk, Tricia Gomer, Library Board, Thom Hill, Debbie Deal, Library Board, Board President Mike Conway, Library Board, Robin Weed-Brown, Library Director, John Lundstrom, Foundation Vice President, Kitty Garvey, Pat Janes, Judi Rudd, Jan White and Marcia Conway. (all Foundation members unless otherwise noted)

Division Monthly Reports

GLENDORA PUBLIC LIBRARY

WWW.GLENDORALIBRARY.ORG
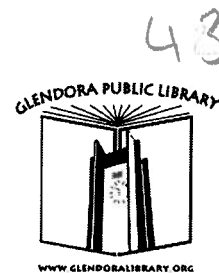
To: Robin Weed-Brown

From: Carlos Baffigo, Anne Pankow, Cindy Romero, Janet Stone

Date: July 2008

Public Services - Cindy Romero, Janet Stone
Children's

Date	Event	# of participants
July 1, 2008	Children's SRC Movie *A Bug's Life*	145
July 3, 2008	Children's Bug Catching Chameleon Craft	120
July 5, 2008	Children's SRC Pacific Animal Productions show	235
July 8, 2008	Children's SRC Buster Balloon Show	500
July 9, 2008	Teen SRC book discussion group *Inheart*	16
July 9, 2008	Children's SRC Magic Show	250
July 10, 2008	Children's SRC Spiders & Webs craft	120
July 14, 2008	Children's SRC Book to Movie Discussion *Spiderwick Chronicles*	33
July 15, 2008	Children's SRC Swazzle Puppet show	410
July 16, 2008	Teen SRC Ice Cream party	41
July 17, 2008	Parent Workshop-ELF	18
July 17, 2008	Children's SRC Paper Bag puppet craft	120
July 22, 2008	Children's SRC Animal Magic Show	500
July 23, 2008	Teen SRC Book to Movie *Eragon*	26
July 24, 2008	Parent Workshop-ELF	18
July 24, 2008	Children's SRC Bee Bouquet craft	75
July 26, 2008	End of Summer Party	300
July 28, 2008	Youth Volunteer Recognition	140
	Total Number of participants	3067

Another successful Summer Reading Club has drawn to a close. We completed the program with 1468 children, 287 teens, and 259 babies registered! All four clubs, including the adult club, increased this year. A special congratulation to the staff for their wonderful planning and implantation of this year's buggy SRC. Cindy will be at the September Library Board meeting to review the summer.

All of the children's and teen programs were well attended. Children were able to see a variety of animals up close, watch a grown man twist balloons with one hand and get inside a balloon, delight in a "Space Bug Zeta" puppet show, wonder over 2 magicians and their magic tricks, and use their

imaginations as they created their "buggy" crafts. Party goers for the end of summer party enjoyed games, music, crafts, balloon twisting, face painting, and smoothies, yum!

Teen programs included two book discussion groups. As part of the Books n Brownies book group, teens came together to discuss *Inkheart*. Teens were also able to come make ice cream and taste test it against store bought. The decision was mixed. While the ice balls were rolled around, Gail and Cindy led discussions about the teen's favorite books for the summer.

We began a new program this year for the older children, a book to movie event. We asked the participants to read the *Spiderwick Chronicles,* then come watch the movie and talk about the differences. Teens had a similar event this summer, we read and watched *Eragon.* It was unanimous with the children and teens, **books are better**!

Mary Pat and Cindy held two Parent workshops in July, three this summer as part of the ELF initiative. Each workshop was attended by 9 infants and toddlers and their parents. The children were able to play at a variety of stations that included block, music, water, art, and creative play. While the children were playing, the parents had the opportunity to interact with Child Development specialist, Valerie Shufeldt from GUSD. Mary Pat and Cindy were available to answer questions regarding literacy and reading. We are looking forward to planning a series of workshops this fall.

This summer's volunteers were instrumental in putting together a program this large. There were 100 children volunteers who helped children report, crafts and programs, shelved, and cleaned toys. Thank you all for attending the Youth Volunteer Recognition to honor these kids and their hard work.

Now that SRC has ended, staff is busy preparing for the fall lineup. Plans have begun for the SAT workshops, Pirate Day celebration, Battle of the Books, Halloween events, and the fall book groups. We are looking forward to a fun fall!

Adult

Date	Program/Event	# of participants
July 12, 2008	Family Game Day	100
July 14, 2008	Books Alive *The Razor's Edge*	8
July 14, 2008	Books Alive *Razor's Edge* PM discussion	11
	TOTAL number of participants	**119**

Family Game Day was once again a rollicking success. It was well attended throughout the day, and many people stayed and played for several hours – and the all-important Pizza Index skyrocketed to 25 PC (Pizzas Consumed). *The Razor's Edge* turned out to be a favorite in other ways, drawing in good numbers in the morning and evening discussion groups alike. Next season's titles were announced.

By the end of Summer Reading Club, we had registered a whopping 226 adults. Many thanks to Sandy Krause and the rest of the staff for engaging Glendora's grown-ups so wonderfully in the world of reading.

Now entering our first full fiscal year with the current Public Services staffing structure, PS staff members are taking on their newly reorganized duties and collection development areas with gusto. Tips and tricks about scheduling, programming, book buying, and other tasks are being traded, learned, adopted, and adapted. Our inaugural collection developers' meeting (now monthly)

highlighted this year's budget for each subject area and germinated ideas of how statistics and other tools can help our collection best serve the public.

Suzette Farmer attended a webinar on the cataloging practices of authority control – creating unique and uniform standardized headings. She also fixed a long-standing problem with the main drop-down menus on the Library's web site. (Kudos to you, Suzette!) George Waters, meanwhile, has been adding selections to our web page of expansion photos: check out the link on the middle of the Library's home page. Janet (along with Carlos Baffigo) spent most of a day in Council Chambers with the rest of the City's Technology Committee, meeting with representatives from Vision Internet. Preferences for general style and layout of the City's website makeover were discussed, and we continue to investigate the Library's options for participating.

In the midst of all that, Adult Services handled 3087 mediated requests for information – 16% higher than the monthly average for last fiscal year.

A key part of that hard-working team, Rebecca Simjian has received a total of five merit coupons, and will receive a Certificate of Appreciation from Chris Jeffers. How wonderful to have Rebecca serving the community and representing the Library!

Support Services – Carlos Baffigo

Sujata Israni is on extended vacation until mid-August.

Circulation:
Vacations and extended leaves have made for slim staffing levels at times this summer. Thank you to all Support Services staff for taking on extra assignments and doing it with a smile. ☺

Facilities:
Library Expansion project construction is proceeding as planned. The slab was poured in late July and block construction will begin the first week in August.

The new shelving and lighting for the New Book Shelves were installed.

Technology:
Public laptop statistics:
      29 new users
      121 sessions

Development & Educational Services – Anne Pankow

The 8th Night on the Plaza was a delightful evening and a resounding success. The evening was cool and breezy instead of the usual unbearable heat. We went back to the caterer we had from previous years (except last year). The food was the best ever. We have received many compliments on the selection and variety of food this year. The band *The Krush* was lively, entertaining and just a little too loud. Considering the current economic conditions, we were pleased with the amount of money the silent and live auctions raised. This year will raise about $30,000 less than last year. The net profit, once all monies have been received and all bills have been paid, should be about $115,000 - $120,000. Besides the dismal economy, another reason the totals were down from last year is that a city street name could not be auctioned this year. The Director of Public Works and the City

Manager make the decision each year to allow a street name to be auctioned. Their decision is based on future development in the city and the creation of new streets in these developments. Let's hope that new streets will be developed in the future.

The Teen Parent program goes on hiatus during the summer. It will resume in September or October, based on the teacher's schedule.

Cindy Romero and Mary Pat Dodson facilitated 2 Parent Workshops in July. Each workshop had 9 mothers with a baby or toddler in attendance.

The new fiscal year began with 36 active tutoring pairs.

Staff is busy planning exciting programs for the fall. Look for your postcard in the mail.

Christine Cravens has been working on a new format for the Annual Appeal. We are hoping to mail it out in early October to over 3,000 in the donor database. Our goal for this fiscal year is $25,000.

The Friends Foundation has partnered with Foothill Presbyterian Hospital Foothill Foundation to offer community workshops on Planned Giving. The first of several workshops was held in the Forum on Thursday, July 24. The Foothill Foundation has been working with a professional planned giving specialist to plan and facilitate these informational seminars. Local financial advisors and estate planning attorneys in the community conducted the workshop. There were about 15 people in attendance. The next workshop is planned for October 30 once again in the Forum.

Glendora Public Library Summary Data for July 2008

Service Indicators	This Year July	Last Year July	Percent Change	This Year-to-date	Last Year-to-date	Percent Change
I. E. Total Library Visitors	33,610	26,189	28%	33,610	26,189	28%
I. D. Total Items Loaned	43,054	33,305	29%	43,054	33,305	29%
I. D.4. Electronic Circulation	203	98	107%	203	98	107%
III. A. Total Requests for Information/Adult Services	3,087	2,453	26%	3,087	2,453	26%
II. A. Total Items Owned	148,651	146,961	1%	-----	-----	-----
V. A. Total Web & Electronic Resources & Databases	34,360	7,820	339%	34,360	7,820	339%
V. A.2. Library Home Page Views	29,284	3,006	874%	29,284	3,006	874%
VI. A. Total Number of Programs	26	21	24%	26	21	24%
VI. E. Number of Literacy Students Active	36	32	13%	-----	-----	-----
VI. E.1. Literacy Hours Tutored	131	104	26%	131	104	26%
VI. F.1 Total Number of Volunteer Hours	2,807	2,530	11%	2,807	2,530	11%
I. G. Total General Fund Revenue	$5,167	$4,305	20%	$5,167	$4,305	20%

These statistics are subject to verification.

Revised stat sheet 07-2008

July and August 2008 Events

Magic Wayne –Children's Summer Reading Club July 2008

Pacific Animal Productions—
Children's Summer Reading Club
July 2008

Summer Reading Club Year End Party July 2008

Volunteer Recognition Party—July 2008

Night on the Plaza

Library Board
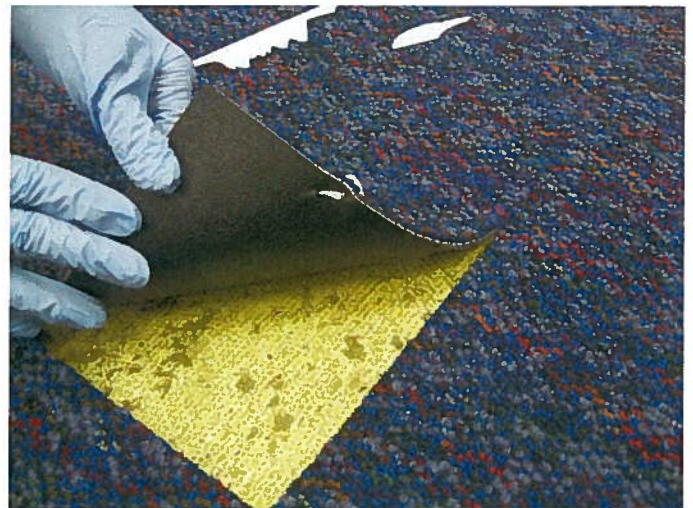presents award to
Friends Foundation—
July 2008

Earthquake - July 2008

Library Employee receives Certificate of Appreciation August 2008

New Gondola Book Shelf
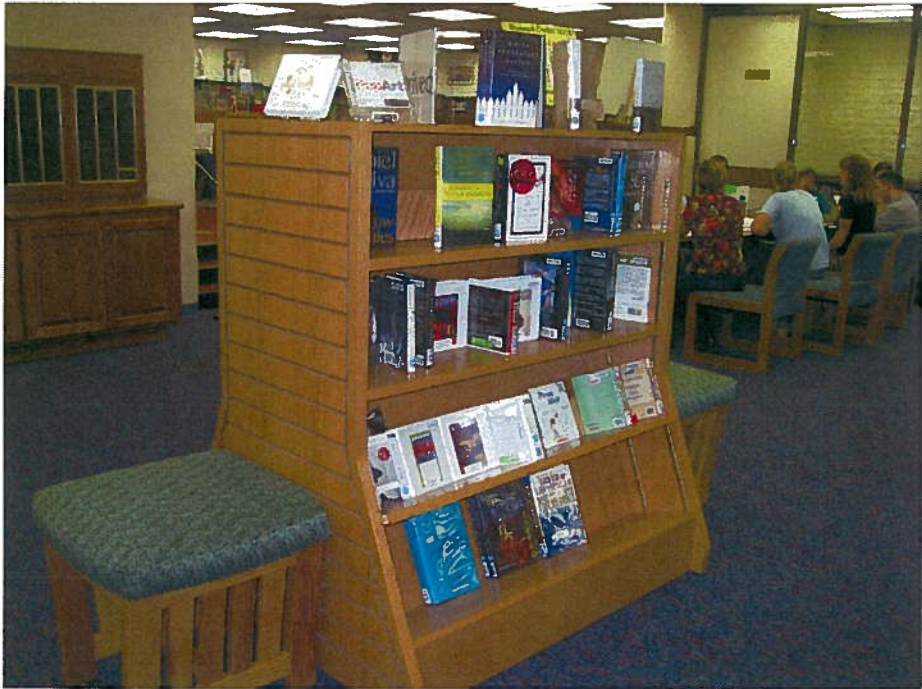
Children's Room Expansion—Construction
July-August 2008

July 21, 2008

July 23, 2008

July 25, 2008

July 29, 2008

July 30, 2008

August 1, 2008

August 4, 2008

August 5, 2008

August 6, 2008

August 12, 2008

Glendora Public Library   140 S. Glendora Ave.   Glendora, CA   91741
(626) 852-4891   library@glendoralibrary.org

MEMO

To: Board of Library Trustees

From: Robin Weed-Brown, Library Director

Date: August 18, 2008

Re: Agenda item 6.1: Agenda and Minute formats

Recently the City Clerk distributed to department heads copies of a new city administrative policy on public notification for city advisory boards and commissions. At the same time a "Guide for Advisory Body Staff Liaisons" document was distributed outlining processes for meetings notices and minutes. The intent is to standardize city documentation.

The Library Board of Trustees is an administrative board and not an advisory board and that issue is not addressed in the documentation. It should be noted however that in the guidelines it does recommend 'action' minutes for the city's advisory board. (See attached page)

Elke Cathel, our Administrative Assistant, attending a training session on August 15 regarding these documents and will report back to the board on what she learned.

Meeting Minutes

There are three types of meeting minutes, action minutes that record motion and votes with little commentary; summary minutes that provide some discussion; and verbatim minutes that include everything said by everyone. Action minutes are prepared for the City Council, Redevelopment Agency and Housing Authority meetings and it is recommended that action minutes be prepared for the City's advisory bodies.

Minutes should be a clear and concise statement of the actions taken including motion made and the votes. Reasons for making a motion are usually irrelevant. Some discussion may be included when the discussion could provide pertinent background information. However, whenever a body acts in a quasi-judicial proceeding (public hearings), a summary of testimony should be made.

It is never appropriate to include comments of a personal nature that are not a part of the purpose of the meeting, i.e. birthday or get-well wishes, or personal commentaries between the bodies' members.

Minute Format

In order to have a consistent format for City documents, meeting minutes for advisory bodies shall follow the format utilized for minutes prepared for City Council, Redevelopment Agency and Housing Authority meeting minutes. Meeting minutes shall:

- Be in Times New Roman 12 point font;

- Have full justified margins;

- Have a header on second and subsequent pages with type and date of meeting;

- Have a footer on second and subsequent pages with page numbers centered; and

- Be signed by the staff liaison preparing the minutes.

Minutes should include:

- The type of meeting (regular, special, regular adjourned);

- Name of body holding the meeting;

- Date of meeting;

- Time called to order;

- Members present and absent;

- Person recording the meeting (staff liaison);

- List of those persons speaking under public comment; and

- Time meeting adjourned.

City of Glendora
City Council/CRA Minutes
Regular Joint Meeting

Tuesday, June 10, 2008
City Council Chambers
116 E. Foothill Boulevard
Glendora, California 91741

CALL TO ORDER

Mayor/Chair Davis called the **REGULAR JOINT MEETING** of the City Council and Community Redevelopment Agency (CRA) of the City of Glendora to order at 7:00 p.m.

ROLL CALL

Council/Board Members present: Gary M. Clifford, Ken Herman, Doug Tessitor, Mayor Pro Tem/Vice Chair Mark E. Kelly, and Mayor/Chair Karen Davis

Council/Board Members absent: None

Staff members present: City Manager/Executive Director Jeffers, City/Agency Attorney Leech, Deputy City Manager Heaton, Director of Public Works Davies, Director of Planning and Redevelopment Kugel, Police Chief Montoya, Finance Director Betta, Library Director Weed-Brown, and City Clerk/Agency Secretary Sessman.

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was given by former Mayor John Hackney.

The Pledge of Allegiance was led by Senior Officer Gwendolyn Lacombe.

SPECIAL ITEMS

Corporal Mike Henderson, President of the Police Officers Association announced and presented the 2008 Police Office Association scholarships to high school graduates Shelby Richmond, Cameron Richmond, Valerie Pritzalf and Tyler Wigglesworth.

STUDENT REPORTS

None

COMMENTS FROM THE PUBLIC

Mayor Davis **OPENED** the public comment period.

Ed Brubaker, a resident of Glendora, expressed his concern with the legality of agenda item #5 which adopts an ordinance amending certain time limitations for the Redevelopment Plan for the Merged Glendora Redevelopment Project.

Sharon Green, a resident of Glendora, presented a petition for a Stop Light/Caution Yellow Light/Stop Sign for the area near 1000 S. Glendora Avenue, Heritage Oaks Senior Apartments and expressed her concern with the safety of anyone traveling on Glendora Avenue between Gladstone Street and Base Line Road. She stated that there has already been one death and that she was severely injured at the location in question. She requested City Council look into this matter to determine what can be done to make it safe. In closing, she thanked Director Davies, Joanne Patton, Donna Beesmer and Cynthia Griffith for their assistance.

Celine McRory, resident of Glendora, concurred with comments made by Mrs. Sharon Green

There was no one else wishing to speak, therefore, Mayor Davis **CLOSED** the Public Comment period.

CITY COUNCIL REPORTS AND STATEMENTS

Council Member Herman congratulated Whitcomb and Glendora High School graduates. He announced that the American Cancer Society's Walkathon was held on June 7, 2008 at Louie Pompeii Park; that the ground breaking for the Library - Children's Room Expansion will be held on June 16, 2008 at 4 p.m.; and that the Farmers Market is held every Thursday night from

5:00-9:00 p.m. In closing, he congratulated Pat Bushman, Glendora Kiwanis member who received the Gene Beckwith Humanitarian Award and thanked T-Phillips for sponsoring the Glendora School District fundraiser.

Council Member Clifford recognized and thanked Chief Montoya and the police department staff for their participation in community events and activities. He gave special aculeates to Officer Lacombe, the City's School Resource Officer for Whitcomb High School and Glendora High School. In closing, he thanked City directors and staff for their quick responses to inquiries and requests so that he, in turn is able to respond to the community.

Council Member Tessitor concurred with comments made by his fellow colleagues and congratulated all graduating students.

Mayor Pro Tem Kelly concurred with comments made by fellow colleagues and announced that Dr. Michael J. Viera, Superintendent/President of Citrus College will be retiring at the end of June, 2008.

Mayor Davis announced that yesterday, June 9 was the 13th anniversary of the death of Police Officer Louie Pompei. In closing, she congratulated and recognized Gary Cowgill who is retiring after 35 years of encouraging and inspiring music in children throughout the Glendora Unified School District.

Mayor Pro Tem Kelly reminded everyone to "Shop and Dine in Glendora," and announced that the Hill Street Cafe has a new owner, new atmosphere and outstanding food.

REORDERING OF AND ADDITIONS TO THE AGENDA

None

PUBLIC HEARINGS

None

CONSENT CALENDAR:

Council Member Tessitor requested that Consent Calendar Item #5 be pulled. There were no objections.

A motion was made by Council/Board Member Clifford, seconded by Council/Board Member Herman, to approve Consent Calendar items #1-#11, with the exception of agenda item #5 which was pulled for discussion. The motion carried unanimously.

1. Warrants and Demands (COUNCIL/AGENCY ACTION)

    CITY/AGENCY RECOMMENDATION: Receive and file City/Agency Bills:
    (a) City General Warrant Register dated May 23, 2008 for $341,406.84.
    (b) City Trust Warrant Register dated May 23, 2008 for $53,052.75.
    (c) Payroll Wire Transfer P/E 5/18/08 dated May 23, 2008 for $699,079.36.
    (d) City General Warrant Register dated May 30, 2008 for $512,569.74.

2. Minutes (COUNCIL/AGENCY ACTION)

    CITY/AGENCY RECOMMENDATION: Approval of minutes:
    (a) May 15, 2008 Special City Council Meeting
    (b) May 27, 2008 Regular Joint City Council and Community Redevelopment Agency Meeting

3. Emergency Replacement of the Sierra Madre Avenue 30 inch Waterline. (COUNCIL ACTION)

    CITY RECOMMENDATION: Review emergency action and continue with the emergency replacement of the Sierra Madre Avenue 30 inch Waterline.

4. Award of Contract for the Glendora Public Library - Children's Room Expansion, FY 2007-08, Plan No. 999. (COUNCIL ACTION)

CITY RECOMMENDATION: Award the Contract to WF Construction, Inc. of La Verne in the amount of $389,900 for the Glendora Public Library Children's Room Expansion, FY 2007-08, Plan No. 999 and authorize the Mayor to execute the agreement.

5. Second Reading and Adoption of an Ordinance amending certain time limitations for the Redevelopment Plan for the Merged Glendora Redevelopment Project pursuant to Health and Safety Code Section 33333.6(e)2(D) and making certain other findings in connection therewith. (COUNCIL ACTION)

Council Member Tessitor requested that City Attorney Leech respond to concerns expressed by Mr. Brubaker during public comment.

City Attorney Leech stated the City of Glendora was sued by the County of Los Angeles in a reverse validation action. In the Trial Court, the matter was transferred up to Monterey because of the conflict with Los Angeles Superior Court deciding the matter. He stated that the Trial Court issued a decision adverse to the city, but that decision has not required the City to pay any monetary sum, you do not have that requirement in a reverse validation action. To date, the City is out approximately $70,000 in legal fees. He further explained that this decision is currently up on appeal and the City is hopeful that the Appellate Court will reverse the Trial Court's decision. In closing, he stated that the action before the City Council this evening for adoption of the ordinance is 100 percent in compliance with applicable legal authority.

A motion was made by Council Member Kelly, seconded by Council Member Herman, to waive full reading, read by title only and adopt on second reading **Ordinance No. 1896** entitled, "AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GLENDORA AMENDING CERTAIN TIME LIMITATIONS FOR THE REDEVELOPMENT PLAN FOR THE MERGED GLENDORA REDEVELOPMENT PROJECT PURSUANT TO HEALTH AND SAFETY CODE SECTION 33333.6(E)2(D); AND MAKING CERTAIN OTHER FINDINGS IN CONNECTION THEREWITH". The motion carried unanimously.

6. Second Reading and Adoption of an Ordinance amending Chapter 8.08 regarding the control of vicious animals. (COUNCIL ACTION)

CITY RECOMMENDATION: Waive full reading, read by title only and adopt on second reading **Ordinance No. 1897** entitled, "AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, AMENDING CHAPTER 8.08 OF THE GLENDORA MUNICIPAL CODE REGARDING THE CONTROL OF DANGEROUS ANIMALS".

7. General Plan Implementation Report. (COUNCIL ACTION)

CITY RECOMMENDATION: Receive and file.

8. Resolution establishing Time-Limited Parking in designated stalls in Public Parking Areas. (COUNCIL   ACTION)

CITY RECOMMENDATION: Waive full reading, read by title only, and adopt **Resolution No. 08-28** entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, ESTABLISHING TIME-LIMITED PARKING IN DESIGNATED STALLS IN PUBLIC PARKING AREAS".

9. Resolution amending the City of Glendora's Conflict of Interest Code (COUNCIL ACTION)

CITY RECOMMENDATION: Waive full reading, read by title only, and adopt **Resolution No. 08-29** entitled "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENDORA, CALIFORNIA, AMENDING THE CITY OF GLENDORA CONFLICT OF INTEREST CODE AND RESCINDING RESOLUTION NO. 06-78".

10. Award contract for Professional Website Design and Implementation Service. (COUNCIL ACTION)

CITY RECOMMENDATION: 1) Award the contract to Vision Internet for Professional Website Design and Implementation Service in an amount not to exceed $49,000 and

authorize the City Manager to execute the agreement; and 2) Appropriate $49,000 from Capital Projects Fund reserves to website project.

11. Appropriation from Capital Project Fund Reserves of $18,000 to Complete Emergency Repair Work within Police Facility. (COUNCIL ACTION)

   CITY RECOMMENDATION: Appropriate $18,000 to the "Natural Disasters" capital project from Capital Project Fund reserves.

UNFINISHED BUSINESS

None

NEW BUSINESS

12. Appointments and/or reappointments to fill the June 30, 2008 scheduled vacancies on various City Boards/Commissions/Committees. (COUNCIL ACTION)

Mayor Davis announced that agenda item #12 will be continued to the July 8, 2008 City Council Meeting. There were no objections.

COUNCIL/AGENCY/STAFF ITEMS

Council Member Herman expressed concern with current trends regarding density and the Foothills and requested a second to add to a future agenda, discussion of a moratorium on development in the Foothills, especially lot splits, until a feasibility analysis can be done describing the ramifications to the Foothills from lot splits. The motion was made by Council Member Herman, seconded by Mayor Pro Kelly.

Council Member Clifford explained that a developer has requested to put in an establishment at the corner of Grand Avenue and Route 66. He requested a second to add to a future agenda and have the developer come in to discuss allowed usage for that corner and the proposed establishment. The motion was made by Council Member Clifford, seconded by Mayor Davis.

City Manager Jeffers announced that the Library Foundation's Night on the Plaza is on July 19, 2008 and tickets are still available. If you have any questions please contact (626) 852-4894 or call the Glendora Library. In addition, he reminded the community with July 4th approaching that fireworks **are not** allowed in the City of Glendora and that is a misdemeanor punishable with up to 6 months in jail and/or a $1,000 fine. In addition, he explained that the Glendora Police Department will be working with the County Fire Department to have special patrols out to protect the community. He announced that the City's 2008-09 Budget is on the City's webpage. If you prefer to look at a hardcopy there are copies available for review in the Library and the City Clerk's office. In closing, he stated that budget discussions will be held at the June 24, 2008 City Council Meeting.

CLOSED SESSION

None

RECONVENE OPEN SESSION AND ANNOUNCE ANY ACTION TAKEN

None

ADJOURNMENT

Mayor/Chair Davis adjourned the meeting at 7:39 p.m.

Kathleen R. Sessman, CMC
City Clerk

Minutes Approved by the City Council and Community Redevelopment Agency on June 24, 2008.

7.
Unfinished Business

Glendora Public Library   *140 S. Glendora Ave.*   *Glendora, CA   91741*
       (626) 852-4891   *library@glendoralibrary.org*

MEMO

To: Board of Library Trustees

From: Robin Weed-Brown, Library Director

Date: ~~July 21, 2008~~ August 18, 2008

Re: Agenda Item #7.3: Library Board Goals for FY 2008-2009

Attached for your information was the board's goal and objectives for this past fiscal year.

Library Board of Trustees Goals and Objectives for FY 2007- 2008

Goal:
The Library Trustees will serve as active, visible advocates for the library to the greater community.

Objectives:

- Each Board member will attend an average of one library event per month.

- Each Board member will attend and/or speak at one outside community group meeting each year, to include the promotion of the HANDS project.

- The Board will advocate for fair and equitable compensation for the purpose of recruiting and retaining high quality library staff.

8.
New
Business

Glendora Public Library   140 S. Glendora Ave.   Glendora, CA   91741
(626) 852-4891   library@glendoralibrary.org

WWW.GLENDORALIBRARY.ORG

MEMO

To: Board of Library Trustees

From: Robin Weed-Brown, Library Director

Date: August 18, 2008

Re: Agenda item #8.1: Review of the Library Board's Administrative Roles

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The attached documents may assist you in your review of the administrative roles of the library board:

- City Ordinance 43 establishing the Glendora Public Library

- Library Trustees Tool Kit, pages 13-14, 41-45 reviewing legal duties and working relationships

- Ca. Education Code, Title 1, Division 1, Part 11, Chapter 5, Articles 1-4, Section 18900-18965: Municipal Libraries

Chapter 3.
Legal Duties, Liabilities, Rights

Library board members have an obligation to understand the legal duties, limitations, and accountability requirements which laws place on the board as a public body and on members as public officeholders. Trustees should be aware of consequences resulting from failure to obey these laws, understand how to avoid liability, and know the general rights of individual board members. All should be reviewed thoroughly at board orientation meetings scheduled for new members. There should be periodic review sessions for all members.

Most laws affecting library boards, public libraries, and cooperative library systems are state laws, contained mainly in the California Government Code and the California Education Code. Only charter cities and counties may establish other duties and liabilities for library board members in their local jurisdictions.

The board, as well as individual members, should not hesitate to seek expert assistance and legal counsel for clarification or advice. The primary source of information concerning laws and legal positions is the office of legal counsel in the board's operating jurisdiction. Other sources of information include: the Department of Justice; the Office of the Attorney General of California; the California Fair Political Practices Commission; and the California State Library. **California Library Laws**, compiled by the California State Library, contains state laws relating to libraries and library boards.

It is vital for board members to keep informed about new laws, as well as changes in applicable existing laws. The library director is an important resource for such information. Boards may also wish to seek clarification from the jurisdiction's legal counsel if there are questions about conflicting laws or ordinances, or about any changes (such as policy, administrative, or personnel practices) that are not formally detailed by law or ordinance. Upon legal advice, the board may ask that written clarification be made part of the jurisdiction's official records.

Although such last resort action is not ordinarily necessary, an administrative library board may employ its own legal counsel. (Before doing so, the board needs to ascertain that its operating budget provides for outside consultant fees.) Some administrative boards have found it necessary to obtain outside legal counsel when, for example, a city attorney appeared to be in conflict with the library. However, before any such drastic action is taken, every effort should be made to resolve a problem amicably.

Duties of Public Officers

As soon as library board members take the oath of public office, they automatically assume legal duties and responsibilities. (Even without a formal oath-taking, these duties automatically attach by virtue of the individual's act of acceptance of office.)

Duties common to all public officeholders include:

- Accepting the office with its powers and obligations
- Obeying local, state, and federal laws
- Good faith to constituency
- Diligence
- Managing property of the constituency

Other Duties of All Library Board Members

A trustee is a public officer who performs the role of a fiduciary for the citizens and taxpayers of the government jurisdiction that is served. As such, a trustee has a special relation of trust, confidence, or responsibility in certain obligations to others.

Members of all library boards perform both ministerial and discretionary duties.

- A ministerial duty is one that is absolutely certain and imperative. For example, meeting and acting as prescribed by law.
- A discretionary duty demands the exercises of reason, and determination with discretion whether, or how, to act. For example, deciding to erect or purchase a library building.

Six types of duties are common to both advisory and administrative boards:

1. Legislative Responsibility
2. Policy Establishment
3. Planning
4. Evaluation
5. Public and Community Relations
6. Advocacy

This chapter focuses on the legal duties, liabilities and rights of all members. The other categories are discussed in following chapters.

Duties Specific To Administrative Library Boards

Three additional types of duties apply to administrative library board members, also discussed in following chapters:

- Personnel Selection
- Financial Planning
- Governance

Ralph M. Brown Act Requirements For Open Public Meetings

All library board members should be familiar with the state's Ralph M. Brown Act (open public meeting law; for further information, see California Code starting with Sec. 54950.5), which governs the scheduling and conduct of meetings. The most important provisions deal with agendas and public participation.

Requirements of Other Laws and Policies

Other state laws, as well as some charter city charters, ordinances, and policies, establish additional legal duties and accountability requirements with which library board members and libraries must comply.

Agendas of Meetings

In an effort to foster the public's right to know, the Brown Act has many agenda and notice requirements. At least 72 hours prior to a regular meeting, and at least 24 hours in advance of a special meeting, the agenda for the meeting must be posted. The agenda must contain a brief description of each item to be discussed. At regular meetings there are several limited situations that permit items to be discussed that were not listed on the agenda, but triggering these exceptions rarely occurs. At special meetings, no business may be conducted that is not listed on the agenda.

Public Participation

Every agenda must provide an opportunity for the public to address the board on items on the agenda before the board makes a decision. In addition, at regular meetings the board must provide an opportunity for comments on any item under the subject matter jurisdiction of the board. If a person raises an issue that has not yet come up for consideration, the board may discuss it but may not take any action until the item is scheduled on an agenda.

Regulations may be adopted concerning public comments, such as establishing procedures and specifying time limitations. Individuals may not be prohibited from criticizing policies, procedures, programs, or services, but the board may prohibit comments that it believes to be slanderous or which may invade an individual's personal privacy.

Minutes of Meetings

The Brown Act does not specifically address minutes, except for emergency meetings. However, it is important that minutes be taken of every regular and special board meeting. Each board must review and approve by majority vote the minutes of all meetings. The minutes should include a notation of a member's abstention in a vote on any issue and the reason stated (such as disqualifying oneself due to a possible conflict of interest). The file of approved minutes should be available to the public.

Board Bylaws, Policies, and Procedures

State general law, and in most cases charter cities/counties, require or permit library boards to

Chapter 8.
Working Relationships

State laws as well as local laws and ordinances define the responsibilities of the library board. But those words alone do not make a successful library. People do—many others in addition to the library board. In actuality, it is these multiple, intangible working relationships that often make the difference between an actively supported and healthy library—or persistent problems, stalemates, and a limping library.

This chapter focuses on the importance of the library board's productive working relationships with the numerous individuals and groups with whom it needs to work on a continuing basis—as required by law, or by special commitment, or through library related interests. These include: the library director; city, county, or special school district governing body and their key administrative staff members; other official agencies; library staff; Friends of the Library; Library Foundations; library volunteers; any ad hoc library groups; local school officials; and the cooperative library system advisory board—especially the system advisory board (SAB) member (or members) representing the local community.

For SAB members, key individuals and groups include: the system administrative council; the system executive director and staff members; each system advisory board member's appointive city, county, or special school district governing body and their administrative staff members; plus the library board and library director in the community that SAB member represents.

These working relationships already exist. The only variables are whether they are productive or non-productive, close or distant, cooperative or uncooperative. The library board or the system advisory board determined to do its job well will make effective interaction a priority.

Essentials for Productive Working Relationships

Library trustees should keep constantly in mind that, no matter how dedicated and capable they are, the board's first responsibility is to the general public and the public-supported library, an obligation that takes precedence over personalities, individual achievements, prejudice, partisanship, and politics. The essentials for productive working relationships include individual trustee and total board commitment, tact, understanding, flexibility, and astuteness in local government structure.

Effective two-way communication, which includes not only clearly stating a personal view but listening to others, is vital to productive working relationships.

Working with The Library Director

Crucial to the success of the library is a productive and cooperative working relationship between the library trustees and the library director—all contributing their special expertise, exhibiting respect for the role of the others, and all committed to constructive interaction. Such an effective working relationship also is vital to the success of either the library board or the library director.

Their roles are different, but can complement each other if they are working together. Their relationship should never be adversarial, and will not be if all are concentrating their energies on the success of the library rather than on guardianship of their respective authority.

It does simplify and expedite mutually productive action if each has a clearly defined role that the other understands and acknowledges, without attempts to interfere. Should a substantive question arise, a written clarification for the record may be helpful, perhaps developed in consultation with the jurisdiction's legal counsel.

Traditionally, the library director is the library administrator. Traditionally, the library board exists to represent the people. The board is to see that the community is served with quality and community-relevant service, and to provide vital guidance to the local government and the library director in management, planning, and evaluation. Library board responsibility does not include the day-to-day management of the library. That is the responsibility of the library director and should not be assumed by the library board or individual trustee.

Some local government structures and administrative procedures make the working relationships more complex. City, county, and city-county libraries operate as departments of local government. One resulting example: The library director in a city library with an administrative library board works simultaneously with that board and a city administrator.

Because of the local library service pattern, trustees may find that their library director works simultaneously with as many as six or eight local library boards representing the regions served by the same library.

Working with Local Government Officials

It is crucial for the library trustees to establish and maintain effective working relationships with the governing officials who make the ultimate budget and policy decisions in each local government jurisdiction—the mayor and city council members or the county board of supervisors. No library board can claim effective working relationships with these governing bodies unless all trustees are willing to (and do) regularly sit down and talk amicably (not antagonistically) about the library budget, programs, services, goals, building needs, or any related problems.

Not only do local governing officials hold the ultimate purse strings plus other "yes or no" powers over the library, but the politics of government on a day-to-day basis are subject to the pulling and tugging of a variety of local interests and institutions. Each library trustee has a responsibility to make certain that local governing officials put the library in its proper perspective, do not take it for granted or allow it to fall behind

community needs in the local government final decision-making.

It is important for trustees to make certain that the library is actively supported by the political power hierarchy as: 1) a unique community asset; 2) a major resource which meets articulated public needs for information as well as lifelong education, culture, and recreational pleasures; 3) an open, non-judgmental institution guaranteeing intellectual freedom for all people in the community, which local government must be prepared to protect against any and all censorship attempts.

Trustees' Strong Working Relationship Position

There are numerous reasons why library trustees are in an especially strong position to maintain such effective working relationships:

- Trustees enjoy an independence of approach because they serve without pay. As public officials, they can represent citizens to other public officials with freedom. Library directors lack this freedom of expression, as they may have a vested interest as an employee.

- Trustees are appointed or elected with a legal mandate to work in the interest of the library and the public it serves; therefore they can confer with the governing officials as part of the job they were selected to do.

- The impact of the board is felt because it represents the community and because it speaks with one voice.

- Trustees are voters in the local governmental jurisdiction.

- Trustees represent a broad base of people in the community.

- Trustees see the library from the users' and the public's point of view, yet they have a working knowledge of library operations, which provides a unique dual perspective.

- Trustees also have unstated political relation-ships with their local governing officials. These are a highly variable blend of local custom, interests, concerns, and personalities.

Methods For Working Relationships

The methods by which an effective, interactive working relationship is established and maintained are varied. They include:

- Meetings of library board with entire governing body or with individual officials. (These may be formal or informal.)
- Communication with the letters and memos to and from governing body and library board requesting information, making proposals and recommendations, or providing information and reactions to proposals.
- Reports to and from the library board sent to and received from the governing body.
- Agendas and minutes of meetings.
- Announcements of upcoming library programs or special events.
- Verbal presentations or comments by a library board spokesperson at a regular governing body meeting. (Make it clear that you are speaking as a library board member. As a general rule, a library trustee speaks for the library board when appearing before local officials. Most trustees who wish to address their officials in a public, formal manner may do so simply by asking to be placed on the agenda at the officials' next meeting.)
- Personal, informal contact of library trustees with individual local officials.

The "How" of Effective Communication

Often the difference between productive, unproductive, and even counterproductive working relationships rests squarely not on which communication method is used, but on how that communication is made.

Several basic guidelines from experienced library trustees:

1. Do not be hesitant, timid or even overawed in working with local governing officials, although always bear in mind that they merit respect for their authority and legal responsibilities. A key point to library trustees worth repeating: Trustees also are public officials appointed or elected to represent the best interests of the community in library services. Therefore, all local officials should welcome the opportunity to hear from, and to work with, trustees.

2. Express the same basic message. One message repeated makes impact!

3. Become acquainted with all officials and determine their philosophy about local government, including their voting history and positions regarding the library and library budget. This can help determine the most effective personal approach to gain their support.

4. Be familiar with local, state, and federal laws, as well as policies affecting the library. This includes an understanding of the local library's relationship to all departments of city or county government. Attend regular meetings of the governing body to observe.

5. Plan presentation strategy carefully before communicating about a specific issue. The time to make key points may be brief, and such an opportunity may not come again soon. Advance homework pays off.

6. Phrase all presentations around benefits to people in the elected official's district, or user needs, and community needs. (In other words, do not say: "The library needs. . ." Instead, say: "The people need. . ." Or "Your constituents need. . ." Or "The taxpayers will benefit . . .")

7. Make important points as clearly but briefly as possible, mindful of the official's usually crowded schedule, or other items on the meeting agenda. Never be vague or speak in generalities.

8. Provide opportunity for questions. Be prepared for a pro and con discussion.

9. Be prepared to justify or to document with facts and figures the statements made in a presentation. Many times it is helpful to leave a brief fact or summary sheet with the officials for reference, study, or as a reminder.

10. Listen carefully for expressions of the official's viewpoint or points of concern, taking notes, if possible, to assist memory after the meeting. This may help develop answers that can later be provided to change the official's view; or indicate points which in compromise or consensus seeking could be of paramount importance.

11. Communicate regularly. Do not appear only at budget time.

12. Avoid belligerency, which is seldom, if ever, the road to success in government and politics. Professionalism, calmness, willingness to hear differing points of view, and consensus-building get more mileage—and a greater chance that

the door will be opened when the library trustee asks to come again. Should conflict arise, it is usually more effective to seek solution through consultation and amicable negotiations than through confrontation and litigation.

With Key Administrators and Other Local Officials

Trustees who analyze the local governmental structure will recognize that there are certain administrative staff members and other officials in key positions of power whose cooperative support as library friends and allies can be helpful. They can provide information and advice to the library board, help expedite or arbitrate, and supportively present the library's case as they work with the governing officials and city or county operating departments.

Depending upon the structure and the size of the jurisdiction, these key position officials may include the city manager, county chief administrative officer, budget officer, planning department, purchasing officer, city or county clerk, or legal officer. They also may include officials and key staff members of other governmental agencies or intragovernmental bodies that have jurisdiction in matters pertaining to the library, especially a library with an expansion or building program in its future.

Obtaining the cooperation and support of various officials is more likely if they have had a cordial rapport with the library board on a regular basis. They need to be acquainted with the library's goals and needs. They should be informed about the library's unique position as a cultural and recreational center for people of all ages, and as a community asset that draws numbers of people into the downtown and/or to the shopping center where it is located.

With Library Staff

Trustees individually, and the library board as a whole, have definite but officially circumspect working relationships with the library staff members. The trustees need to recognize and show their recognition that the library staff: 1) is the front-line image the public receives of the library; 2) has responsibility for helping implement the library goals, objectives, and plan of action, as well

as for equitable enforcement of policy; 3) has professional talent for and commitment to library service—and gives both to the library eight hours a day; 4) is part of the actual team (along with the library director and trustees) which must work together well in order to turn their mutually shared dream of a successful library into reality.

Conscientious trustees behave toward staff members as do directors of commercial boards with members of their firms. Their relations are open, cordial and friendly, appreciative and supportive, mindful of staff morale, businesslike without exception. Trustees do not intervene between staff and library director, directly criticize any staff member, or make comments concerning the library director or any other staff member. There is never any individual trustee request for, or expectation of, special privileges as an individual library user.

Effective trustees observe the library's management structure scrupulously, recognizing that all matters concerning management functions and day-to-day operation of the library are responsibilities of the library director and of the library supervisory staff.

Trustees also honor the channels of communication established within the library. While making it a point to visit the library periodically and regularly in order to serve on the library board most knowledgeably, the trustee also makes it a point to follow protocol of seeing library director first, and then visiting informally with staff. If a staff member approaches a trustee with an idea for improving service or with a complaint, the trustee listens in a friendly, noncommittal fashion, then encourages the staff member to present the idea via the library's accepted procedure. Effective trustees do not show favoritism among staff members.

At the same time, the wise library board will: 1) establish in cooperation with the library director written protocol on board and staff communications, including a policy that any staff work assignments in connection with the library board must be channeled through the library director; 2) reassess, when necessary, any committee or board assignments for staff in light of staff time schedules or deadlines, reordering

priorities or reassigning tasks; 3) put in writing any requests with which the library staff will be involved, being as specific as possible to assist the staff in providing the requested information in its most useful form for the purpose intended; 4) consider ways in which the library board alone or with other officials may publicly recognize staff, such as service-time recognition presentations or ceremonies, and honors recognition; 5) encourage staff training and professional advancement.

With Friends of the Library

An especially significant relationship for library trustees is with the local Friends of the Library, a group of active volunteers who are independently organized to support, promote, improve, and expand the local library. Friends are among the most important citizen groups in the library. But their role and the library board's legal function are not one and the same, and cannot be treated as such by either the library trustees or the Friends.

The basic relationship between library trustees and Friends is mutually communicative, cooperative, and supportive—both groups are dedicated to promoting and improving library services.

However, this relationship between them, and the relationship of each to the library, is affected by the distinct differences in the role of each. Both groups, as well as the community, need to clearly recognize and understand the important differences. Working together and in cooperation with the library director, they can be strong driving forces to accomplish the library goals and priorities. Conversely, if they work uncooperatively or at cross-purposes, they may negatively affect the library's community image and its operation and services.

Trustees are a legally appointed or elected board, and are legally responsible for the results of their decisions and actions. They also are restricted to function within perimeters established by state or local law, ordinance, or policy.

Friends groups are separate, independent organizations with their own officers and organizational structure and are not responsible for the governance of the library, the administration of the library, or any library policy-setting functions.

Nor can they legally take on any of the functions assigned by law to the library board.

The local Friends provide many individual hours of volunteer library service, which may include raising funds for library service enrichments, sponsoring adult and children's cultural and educational programs, supporting library building or improvement projects, publishing news about the library, and encouraging library support by others. They speak effectively as library advocates to lawmakers at the local, state and national levels, and to other community organizations.

Most California public libraries, academic libraries, and some branch libraries are supported by local Friends of the Library groups. Library trustees can work with their local Friends organization to support the library by:

- Developing, in cooperation with the Friends and the library director, a policy to clarify the role of Friends in relationships to the library and the library board.

- Inviting and welcoming Friends to library board meetings, also encouraging at least one Friends member to serve as a regular liaison by attending all board meetings.

- Regularly providing Friends with information such as library board meeting minutes or agendas and reports.

- Considering Friends members for informal advisory or consultative committee membership, (especially all citizen input opportunities when library goals, objectives, and priorities are being planned annually to meet community wants and needs); in community and/or library-user surveys being developed and conducted.

- Attending Friends' special events (but always in compliance with the Ralph M. Brown Act).

- Recognizing Friends' contributions in such ways as letters to officials, certificates of appreciation, press releases, and in special programs honoring groups and individuals for support of the library.

With Library Foundations

Equally important are effective library trustee working relationships with their local Library Foundation, if such an independent, public benefit corporation has been organized to solicit and

MUNICIPAL LIBRARIES
(Education Code, Title 1, Division 1, Part 11, Chapter 5, Articles 1-4, Sections 18900-18965)

ARTICLE 1. ESTABLISHMENT

Sec. 18900.   Establishment by legislative body.

The common council, board of trustees, or other legislative body of any city in the state may, and upon being requested to do so by one-fourth of the electors of the municipal corporation in the manner provided in this article, shall, by ordinance, establish in and for the municipality a public library if there is none already established therein.

Sec. 18901.   Petition of electors.

The request may be by a single petition, or by several petitions. The several petitions shall be substantially in the same form. The single petition, or several petitions in the aggregate, shall have, the signatures of the requisite number of electors.

ARTICLE 2. TRUSTEES

Sec. 18910.   Appointment of board of trustees.

The public library shall be managed by a board of library trustees, consisting of five members, to be appointed by the mayor, president of the board of trustees, or other executive head of the municipality, with the consent of the legislative body of the municipality.

Sec. 18911.   Term of office and compensation.

The trustees shall hold office for three years. The members of the first board appointed shall so classify themselves by lot that one of their number shall go out of office at the end of the current fiscal year, two at the end of one year thereafter, and two at the end of two years thereafter.

The legislative body of the municipality may, by ordinance, provide for the compensation of such trustees; provided that the respective compensation for such trustees shall not exceed fifty dollars ($50) per month.

Sec. 18912.   Eligibility of men and women.

Men and women are equally eligible to appointment as trustees.

Sec. 18913.   Vacancies.

Vacancies shall be filled by appointment for the unexpired term in the same manner as the original appointments are made.

Sec. 18914.   Monthly meetings.

Boards of library trustees shall meet at least once a month at such times and places as they may fix by resolution.

Sec. 18915. Special meetings.

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

Sec. 18916. Quorum.

A majority of the board shall constitute a quorum for the transaction of business.

Sec. 18917. President.

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

Sec. 18918. Record of proceedings.

The board shall cause a proper record of its proceedings to be kept.

Sec. 18919. Rules, regulations and bylaws.

The board of library trustees may make and enforce all rules, regulations, and bylaws necessary for the administration, government, and protection of the libraries under its management, and all property belonging thereto.

Sec. 18920. Administration of trusts and disposal of property.

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

Sec. 18921. Officers and employees.[2]

The board of library trustees may prescribe the duties and powers of the librarian, secretary, and other officers and employees of the library; determine the number of and appoint all officers and employees, and fix their compensation. The officers and employees shall hold their offices or positions at the pleasure of the board.

Sec. 18922. Purchase of personal property.

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

Sec. 18923. Purchase of real property, and erection of rental and equipment of buildings or rooms.

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

Sec. 18924. State publications.

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

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[2]See City of Ukiah v. Board of Trustees (1961) 195 Cal.App.2d 344, 15 Cal.Rptr. 811.

Sec. 18925.   Interlibrary and non-resident loans.

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

Sec. 18926.   Incidental powers of board.

The board of library trustees may do and perform any and all other acts and things necessary or proper to carry out the provisions of this chapter.

Sec. 18927.   Annual report.

The board of library trustees, or if there is no board of trustees, then the administrative head of the library shall, on or before August 31st, in each year, report to the legislative body of the municipality and to the State Librarian on the condition of the library, for the year ending the 30th day of June preceding. The reports shall, in addition to other matters deemed expedient by the board of trustees or administrative head of the library, contain such statistical and other information as is deemed desirable by the State Librarian. For this purpose the State Librarian may send to the several boards of trustees or administrative heads of the library instructions or question blanks so as to obtain the material for a comparative study of library conditions in the state.

ARTICLE 3. SUPPORT OF LIBRARIES

Sec. 18951.   Disposition of gifts and bequests.

All money acquired by gift, devise, bequest, or otherwise, for the purposes of the library, shall be apportioned to a fund to be designated the library fund, and shall be applied to the purposes authorized in this chapter.

Sec. 18952.   Gifts and bequests that may not be paid into library fund.

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

Sec. 18953.   Payments from the library fund.

Payments from the fund shall be made upon warrants issued after due audit by, and an order from, the library trustees. The warrants shall be signed by the president and secretary of the board of library trustees. The treasurer of the municipality shall pay such warrants without any further order or warrant from any other authority.

ARTICLE 4. GOVERNMENT

Sec. 18960.   Library free to inhabitants and taxpayers, unless in violation of rules.

Every library established pursuant to this chapter shall be forever free to the inhabitants and nonresident taxpayers of the municipality, subject always to such rules, regulations, and bylaws as may be made by boards of library trustees. Any person who violates any rule, regulations, or bylaw may be fined or excluded from the privileges of the library.

Sec. 18961.   Contracts with neighboring municipalities or county.
The board of library trustees and the legislative body of any neighboring municipality or the board of supervisors of the county in which the public library is situated, may contract for lending the books of the library to residents of the county or neighboring municipality, upon a reasonable compensation to be paid by the county or neighboring municipality.

Sec. 18962.   Title to property.
The title to all property acquired for the purposes of the library, when not inconsistent with the terms of its acquisition, or otherwise designated, vests in the municipality in which the library is situated, and in the name of the municipal corporation may be sued for and defended by action at law or otherwise.

Sec. 18963.   Prior municipal libraries and charter city libraries.
Any municipal library which was established and existed on June 11, 1909, under the provisions of an act entitled " An act to establish free public libraries and reading rooms," approved April 26, 1880, is continued under the provisions of this chapter and shall be considered the same as if established under the provisions of this chapter. This chapter has no application to any library established or governed by a city charter, and any city charter is in no manner affected by this chapter.

Sec. 18964.   Disestablishment of library.
Any ordinance establishing a library adopted pursuant to this chapter shall be repealed by the body which adopted it upon being requested to do so by 51 percent of the electors of the municipal corporation, as shown by the great register. Upon the repeal of the ordinance the library is disestablished in the municipal corporation.

Sec. 18965.   Consolidation of two or more libraries.
Whenever the governing bodies of two or more cities or counties consolidate their existing public library services, as a joint exercise of powers under Chapter 5 (commencing with Section 6500), Division 7, Title 1 of the Government Code, and the ownership or management of the cities' and counties' library facilities and other library assets are turned over to a newly formed joint agency, any boards of public library trustees existing prior to the consolidation, may be dissolved by ordinance.

GOVERNMENT CODE PROVISIONS RELATING TO MUNICIPAL LIBRARIES

PARK AND PLAYGROUND ACT OF 1909

Sec. 38000.   Citation.
This chapter may be cited as the Park and Playground Act of 1909.

Sec. 38001.   Construction.
This chapter shall be liberally construed to promote its objects.

Sec. 38002.   "Improvement" defined.
As used in this chapter, " improvement" includes a public park, urban open-space lands, playground, or library.

Glendora Public Library Events

August 2008
02   10 a.m. *Coffee 'n' Books* in the Library: Inspirational books, Videos & Magazines – main floor
18   7 p.m. Library Board meeting – Bidwell Forum
20   7 p.m. A Novel Idea! – *Water for Elephants* by Sarah Gruen – main floor

September 2008
01   Labor Day – Library closed
06   10 a.m. *Coffee 'n' Books* in the Library – main floor
08   11 a.m. & 7 p.m. Books Alive! *Three Cups of Tea* by Greg Mortenson – main floor
13   10 a.m. – 2 p.m. SAT workshop- part 1(practice test) – Bidwell Forum
15   7 p.m. Library Board meeting – Bidwell Forum
17   Glendora Day at the Fair
18   4 p.m. Books 'n Brownies Teen Pirate day book group *Airborn* by Kenneth Oppel – main floor
20   10 a.m. – 5 p.m. Pirate's Day Celebration – Children's room
20   10 a.m. – 3 p.m. SAT workshop – part 2 (review workshop) – Bidwell Forum
24   7 p.m. Juvy author visit Marie Torres Cimarusti, author of *Peek a Moo* – main floor
27   2 p.m. Mystery Writers workshop featuring Sisters in Crime author panel – main floor

Storytimes
- "Time for Tykes" – ages 3 -5- Tuesday & Wednesday 10:30 a.m.
- "Family PJ Storytime" – ages 3 -5 - Wednesday 7 p.m.
- The third Wednesday of every month is **craft night** after "Family PJ Storytime"
- "Mother Goose Storytime" for infants & toddlers- Thursday 10:30 a.m. & 11:30 a.m.
- **"Family Storytime" – ages 2-5 – Saturday 10:30 a.m. NEW!**

Community Outreach
- Babies, Books and Bibs/Family Literacy Outreach, 1st Thursday of every month, FPH
- Born To Read/Teen Parent Outreach, 1st Wednesday of every month at 12:30 p.m. at Arrow High School

Foundation Executive Board Meeting
- September 5, 2008 @ 7:00 a.m. Library – Main Floor

Foundation Quarterly Board Meeting
- October 21, 2008 @ 7:00 a.m. Library – Bidwell Forum

9.
Board Member Items

Glendora Public Library
Board Agenda Planning Calendar
FY 08- 09

July 21   Elect officers; appoint Foundation Liaisons; discuss Library Board Goals

August 18   Finalize Library Board Goals;

September 15   SRC wrap up; Discuss Holiday Hours-Thanksgiving & Christmas

October 20   Approve January & February Board meeting dates; review strategic plan

November 17   Budget Priorities FY 09-10-initial discussion;

December 15   Mid-year review of goals 08-09

January ?   Budget FY 09-10; Board Award discussion; CALTAC
Monday?   workshop attendance (wkshp usually in March); review
(Adjusted for MLK Day) Admin Policy 4.05-Collection Development

February ?   Goal planning FY 09-10; Friends Foundation funding staff
Monday?   requests for FY 09-10
(Adjusted for President's Day)

March 16   Candidates for Board vacancies; Bookmark contest judging; goal planning for 09/10; review Admin Policy 4.06-Glendora Library Volunteer Policy

April 20   Begin process of self-evaluation and evaluation of Lib Dir and assist new members with this process (include past Board evaluations & the Board's current goals)

May 18   Self-evaluation of the Board; evaluation of the Lib Dir-begin process (possible closed session); Library Board award

June 15   Agenda planning 09-10; Eval. Lib Board; Closed session: Eval- Lib Dir; Orientation planning for new Board member

ORDINANCE NO. 43

AN ORDINANCE ESTABLISHING AND PROVIDING FOR THE MAINTENANCE OF A
PUBLIC LIBRARY TO BE KNOWN AS THE GLENDORA PUBLIC LIBRARY.

The Board of Trustees of the City of Glendora do ordain as follows,
to-wit:

Section 1. That a public library be and the same is hereby established
to be known as the Glendora Public Library.

Section 2. Said Public Library shall be managed by a Board designated
as the Board of Library Trustees, consisting of five members to be
appointed by the President of the Board of Trustees by and with the
consent of the Board of Trustees of the City of Glendora.

Said Trustees shall severally hold office for three years, serving
without compensation, provided that the members of the first Board
appointed shall so classify themselves by law; that one of their number
shall go out of office at the end of the current fiscal year, two at
the end of one year thereafter, and the other two at the end of two years
thereafter. Men and women shall be equally eligible to such appointment,
and vacancies shall be filled by appointment for the unexpired term in
the same manner.

Section 3. The Board of Library Trustees shall meet at least once a
month at such time and place as they may fix by resolution. Special
meetings may be called at any time by three Trustees by written notice
served upon each member at least three hours before the time specified
for the proposed meeting. The majority of the Board shall constitute
a quorum for the transaction of business. Such Board shall appoint one
of their number President, who shall serve for one year and until his
successor is appointed, and in his absence shall select a President pro
tem. Such Board shall cause a proper report of proceedings to be kept.

Section 4. The Board of Library Trustees shall have such powers as are
now given to such Boards by the laws of the State of California and such
powers as may hereafter be given by any law of said State of California.

Section 5. The Board of Library Trustees shall, on or before the last
day of July in each year make a report to the legislative body of their
municipality, giving the condition of the library on the thirtieth day of
June preceding, together with a statement of their proceedings for the

year then ended, and forward a copy thereof to the State Library at Sacramento.

Section 6. The legislative body of any municipality in which a public library has been established in accordance with this act, shall in making the annual tax levy and as part thereof, if the maintenance of the library has not been otherwise provided for, levy a tax for the purpose of maintaining such library and purchasing property necessary therefor, which tax shall be in addition to other taxes, the levy of which is permitted in the municipality. Provided that after two years from the establishment of new libraries thereunder, where a maintenance corresponding thereto, has not been otherwise provided, in municipalities of the first, second and third classes, such tax levy shall not exceed two mills on the dollar of assessed valuation, and in municipalities of the fourth, fifth and sixth classes such levy shall not exceed three mills on the dollar of assessed valuation.

Section 7. The revenue from said tax, together with all money acquired by gift, devise, bequest or otherwise, for the purpose of the library, shall be apportioned to a fund to be designated the library fund, and be applied to the purposes herein authorized. If such payment into the treasury should be inconsistent with the conditions or terms of any such gift, devise, bequest, the Board shall provide for the safety and preservation of the same, and the application thereof to the use of the library, in accordance with the terms and conditions of such gift, devise or bequest Payments from this fund shall be made upon warrants issued after due audit by, and an order from, the library trustees, which warrants shall be signed by the president and secretary of said Board of Library Trustees. The treasurer of the municipality shall pay such warrants without any further order or warrant from any other authority.

Section 8. Every library established under this act shall be forever free to the inhabitants and non-resident taxpayers of the municipality, subject always to such rules, regulations and by-laws as may be made by boards of library trustees; and provided, that for violations of the same a person may be fined or excluded from the privileges of the library.

Section 9. Boards of library trustees and the legislative bodies of neighboring municipalities or boards of supervisors of the counties in

in which public libraries are situated, may contract for lending the books of such libraries to residents of such counties or neighboring municipalities, upon a reasonable compensation to be paid by such counties or neighboring municipalities.

Section 10. The title to all property acquired for the purposes of such libraries, when not inconsistent with the terms of its acquisition, or otherwise designated, shall vest in the municipalities in which such libraries are, or are to be, situated, and in the name of the municipality corporations may be sued for and defended by action at law or otherwise.

Section 11. The City Clerk shall attest to the adoption of this ordinance and shall cause the same to be posted in at least three public places in the said City of Glendora, and the same shall become effective at the expiration of thirty days from the final passage thereof.

The foregoing ordinance was adopted at a regular meeting of the Board of Trustees of the City of Glendora held on the 20 day of May ,1912, by the affirmative vote of at least three Trustees of said City, to-wit:

Ayes. Engelhardt, Wolf, Comstock, White, Willhite.

Noes. None

Absent. None

Signed and approved this 20 th day of May ,1912.

A. E. Engelhardt
President of the Board of Trustees.

F. Wallace
City Clerk

Attes.

(SEAL).