



# Warp, Weft, Board, Director

**Presentation for OWWL Library System Annual Meeting**

OWWL Library System Headquarters

2557 State Route 21

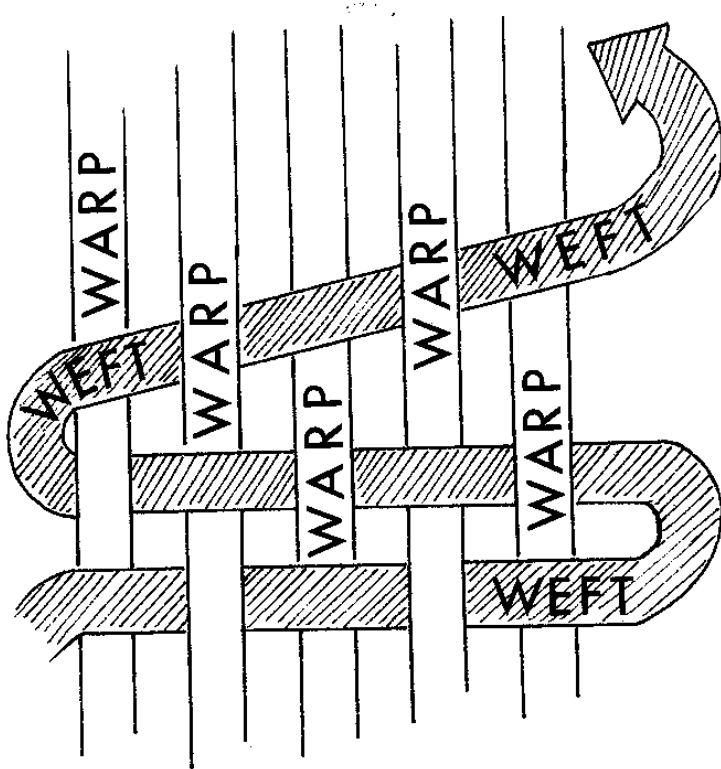
Canandaigua, New York 14424

Wednesday, October 11, 2023 | 5:00 PM-6:30 PM

Presented by: The Law Office of Stephanie Adams, PLLC  
Stephanie “Cole” Adams, Esq.



# Warp, Weft



In fabric, the lengthwise or longitudinal yarns are **warp** and traverse or horizontal yarns are **weft**.

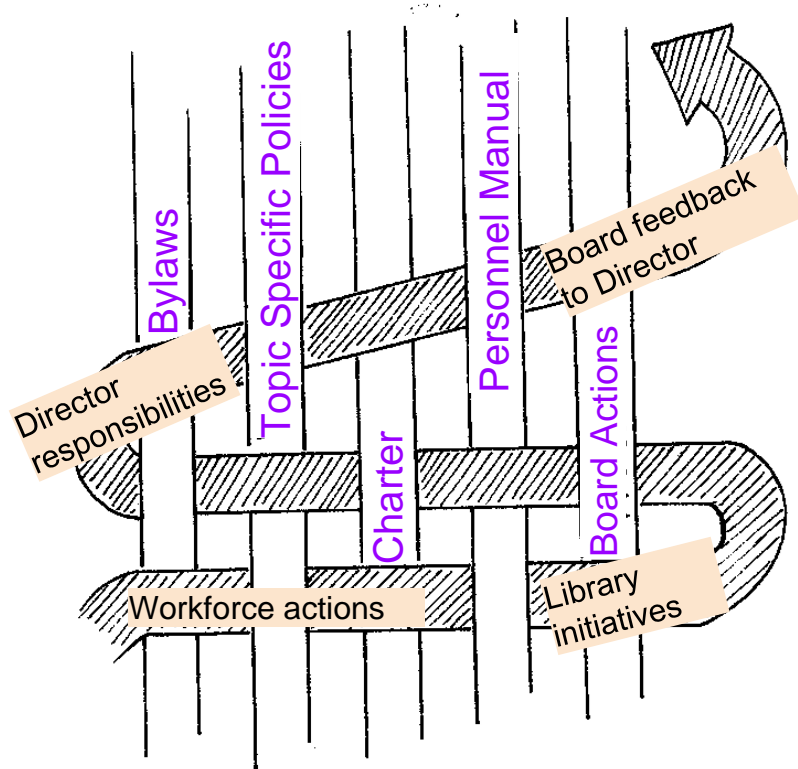
Warps yarns are stronger compared to weft yarns.

During the weaving, warps are held under high tension, move up and down for shed formation.

Warp yarns are finer than weft yarns.

The weft yarn is inserted over-and-under the warp yarns.

# Great things happen through proper tension



# What's at stake?



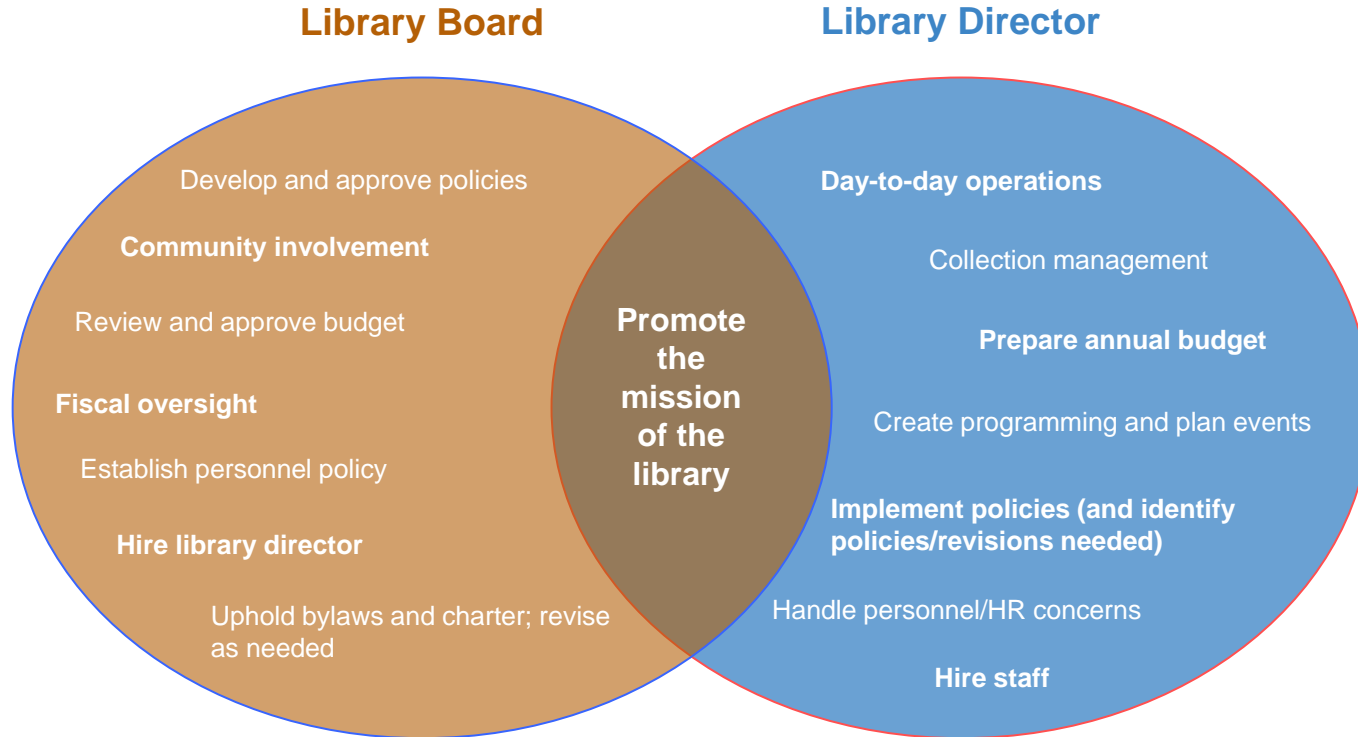
- High-functioning leadership
- Quality and equitable service to the constituents of the library's service area
- Safety of patrons, staff, and property
- Financial stability
- The community's regard
- Staff morale
- Intellectual freedom

# What's at stake?



- Investigation by the NYS Attorney General's Office
- Commissioner of Education sanctions
- Violations of Human Rights, Worker's Compensation, Civil Service, and other laws, and potential repercussions for each
- De-Chartering
- Long term information seeking behavior of the community

# Who's responsible...?





# Directors and Trustees, Ready to Weave?

Let's role play some  
"patterns," and  
untangle some knots:

# Scenario 1: And We're Off...

After a yearlong search (the first search failed to yield a candidate), the board of the ABC Town Public Library is onboarding a public library's new director, Brian. Brian is moving to the library's small rural town from out-of-state. Molly, the employee who served as interim director, is stepping back into their preferred role of Programming Coordinator.

This is the first new permanent director in over 20 years. The board did not offer Brian a contract, and while it committed to picking up moving expenses, that is not documented. Brian arrives for "welcome" meeting with Molly and Trustee Cole, the board President.





# Issue-spotting:

Hiring term  
issues

Updated job  
descriptions

Moving  
expense  
issues

Clarity of  
expectations

Thinking  
through new  
hire needs

Thinking  
through  
workforce  
needs

Awareness  
of power  
dynamics

Keys &  
Passwords

## Scenario 2: Hiring Rewind

Let's go back in time to a pre-hire meeting at the ABC Town Public Library. The board has just decided to hire Brian. Cole remembered to drink her coffee before the meeting, and so addresses a few details that got missed in an alternate universe...

[In this scene, two are board members, Trustee Smith and Trustee Jones]



# Issue-spotting:

Background  
checks &  
compliance

Hiring letter

Moving  
expenses

Insurance  
considerations

Pro-active  
onboarding  
plan

Power  
dynamic  
awareness

Taking time  
to value  
people

## Scenario 3: Whose Meeting is This, Anyway?

The ABC Town Public Library board President (Cole) and Secretary (Nathan) are planning the first board meeting with new director Brian.



# Issue-spotting:

Bylaws

Parliamentary  
process

Open  
Meetings  
Law

Clarity of  
roles

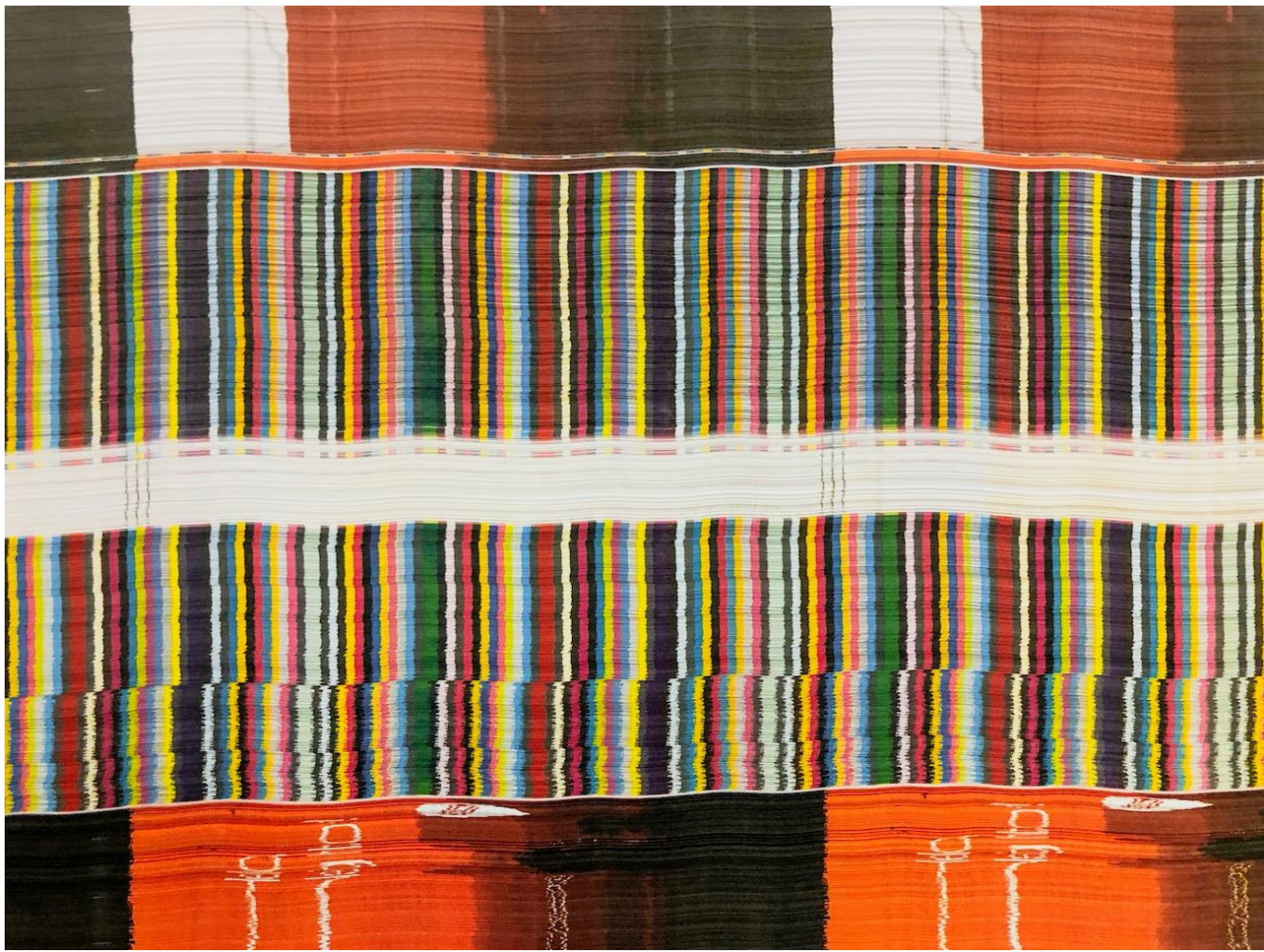
Posting  
requirements

Taking  
meeting  
minutes



## Scenario 4: Stay on Mission

A year into Brian's role as director, the ABC Town Library board and director have found their flow. Things are going so well, the board is considering several new initiatives that Brian and Molly (back to her role as Programming Coordinator) have designed and pitched. They are also thinking the current strategic plan could use some updates. They discuss their ideas with the board president (Cole).



# Issue-spotting:

Leadership  
of board  
members

Responsibility  
of director

Inclusive  
outreach

Director advocacy  
for evolving  
community needs

Strategic  
management  
of change

Risk  
management

## Scenario 5: Assume Battle Stations

The new inclusion initiative developed by Brian and Molly is going well and engaging new members of the public. Not everyone is happy about that though.

[In this scene, Cole is the Board President and there is an anonymous angry taxpayer. Molly is the Programming Coordinator and Brian is the Director.]

## ***RE: I am angry!!!***

*To the “Public” Library:*

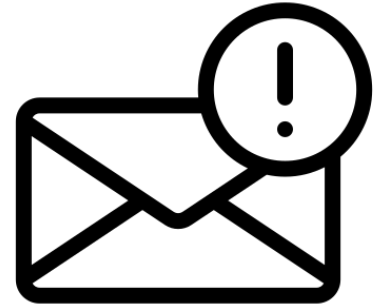
*If you think your in step with the public in this town, I have news for you. You people don’t even know how to pick a good book.*

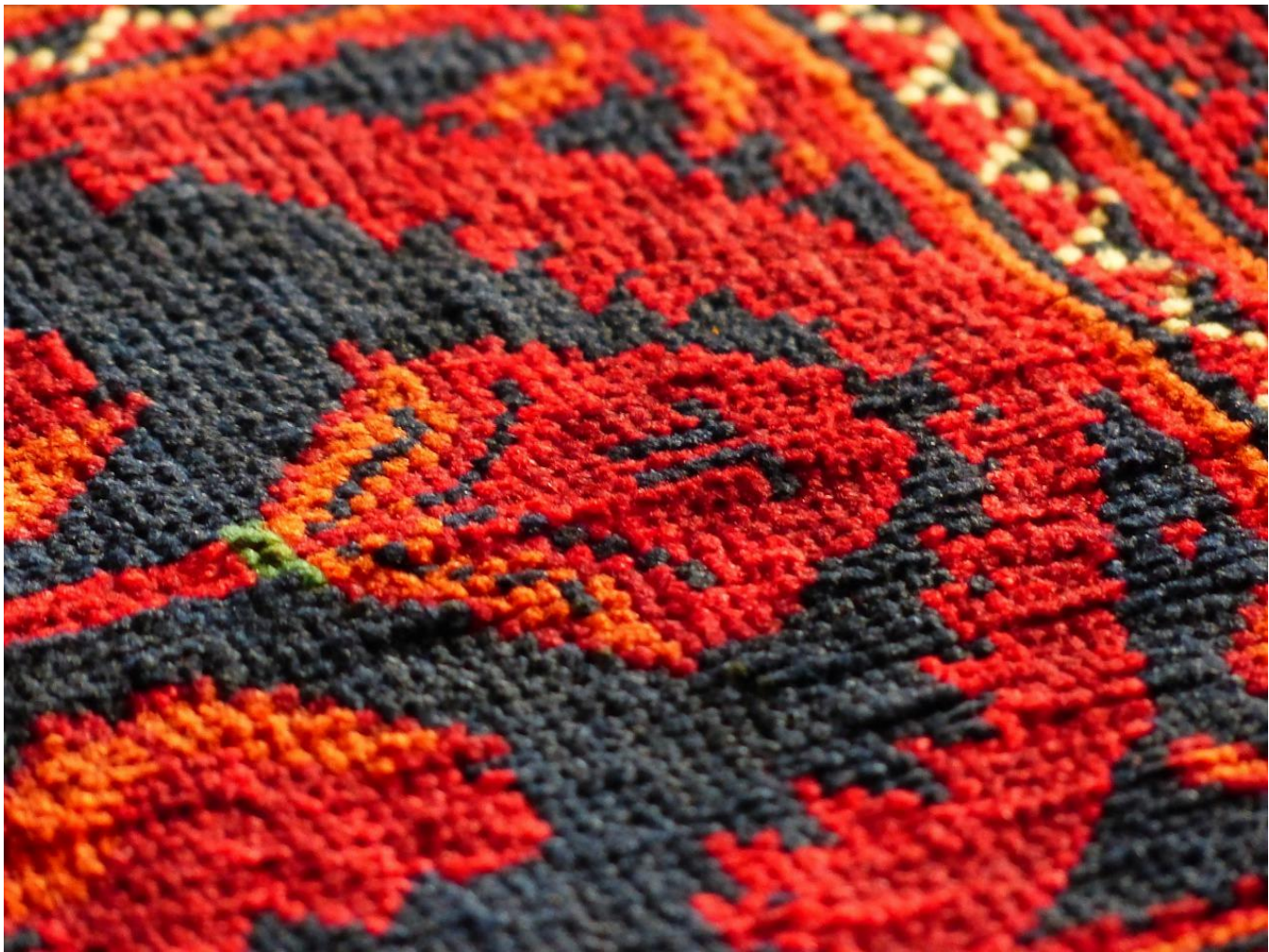
*The other day I walked in, with my children, and all I could see was a display about “Women’s History”. Why you people need to keep shoving your silly lady agenda is beyond me. There is just one history and it’s just called history.*

*I am calling a meeting for the town to stop funding you and your radical feminist agenda. In the meantime, you “women” had all better watch your backs.*

*Sincerely,*

**ANGRY PAYERTAXPAYER**





# Issue-spotting:

Safety

Sexual  
harassment

Crisis  
management

Public  
relations

When the director  
should be the  
public face of the  
library

When the  
board should  
step in

Director  
advocacy

## Scenario 6: It's raining

The ABC Town Library is located on the first floor of the ABC Town Hall. One night, Director Brian gets a call from the Mayor of the Town, Kelly.





# Issue-spotting:

Emergency  
response

Asset  
recovery

Insurance

Back-up  
plan

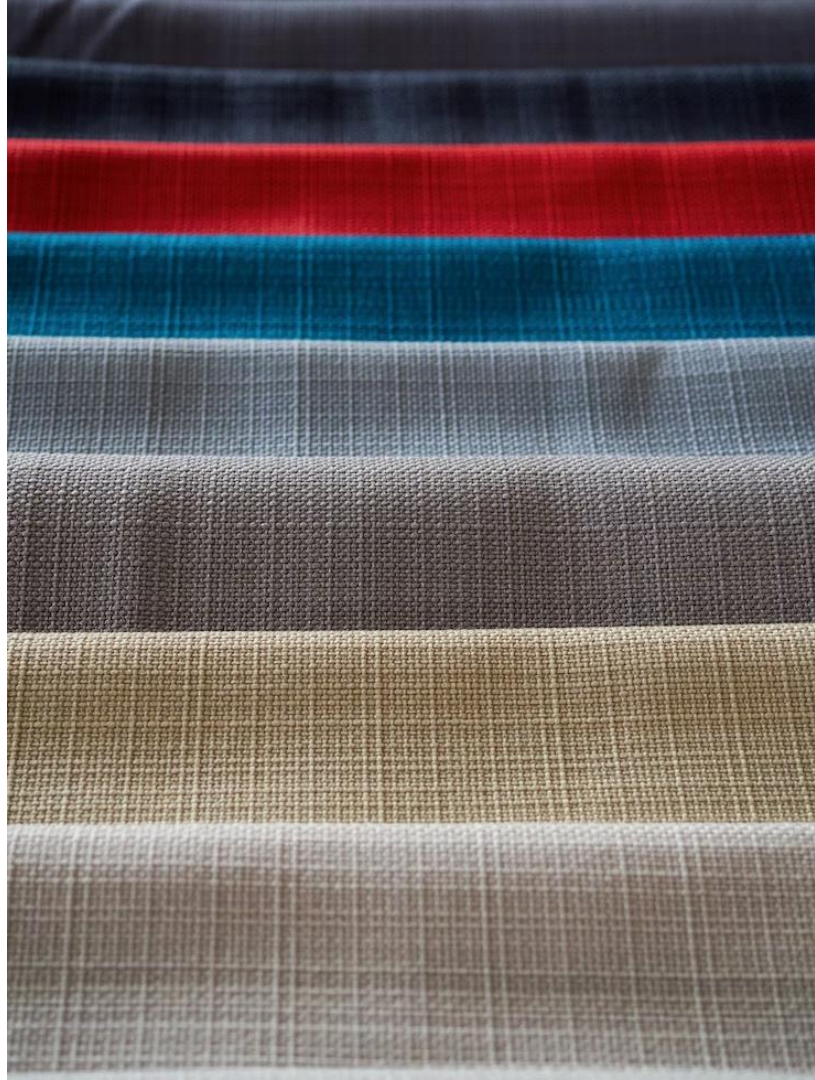
Personnel  
matters during  
emergency  
closure

Directory  
advocacy for  
employee  
needs

## Scenario 7: Let's Evaluate the Situation

Brian has worked at the library for 7 years and the ABC Town Library is about to move into its new location. The board is discussing her upcoming evaluation.

[There are 3 board members]



# Issue spotting:

Importance  
of updated  
job  
description

Routine  
evaluation

360  
evaluation

Assessing  
directors  
during  
unusual times

Proper roles  
and extra  
support during  
construction

Evaluation  
rubric

Board self-  
evaluation

Reference Material:

## 8 NYCRR 90.2 Standards for registration of public, free association and Indian libraries

A public, free association or Indian library seeking to register with the department on or after January 1, 2021 shall be registered with the department if it meets the registration standards set forth in this subdivision in a manner satisfactory to the commissioner. Any public, free association or Indian library that was registered by the department on or before December 31, 2020, shall meet the following registration requirements by January 1, 2021 to continue to be registered by the department:

- (1) is governed by **written bylaws** which define the structure and governing functions of the **library board of trustees**, and which shall be reviewed and re-approved by the board of trustees at least once every five years or earlier if required by law;
- (2) has a community-based, **board-approved, written long-range plan of service** developed by the library **board of trustees and staff**;
- (3) provides a **board-approved written annual report** to the community on the library's progress in meeting its mission, goals and objectives, as outlined in the library's long-range plan of service;
- (4) has **board-approved written policies** for the operation of the library, which shall be reviewed and updated at least once every five years or earlier if required by law;
- (5) annually prepares and publishes a **board-approved, written budget**, which enables the library to address the community's needs, as outlined in the library's long range plan of service;
- (6) periodically **evaluates the effectiveness of the library's programs, services and collections** to address community needs, as outlined in the library's long-range plan of service;

## 8 NYCRR 90.2 Standards for registration of public, free association and Indian libraries (cont'd.)

(7) is open the following scheduled hours:

<i>Population</i>	<i>Minimum weekly hours open</i>
Up to 500	12
500 - 2,499	20
2,500 - 4,999	25
5,000 - 14,999	35
15,000 - 24,999	40
25,000 - 99,999	55
100,000 and above	60

- (8) **maintains a facility that addresses community needs**, as outlined in the library's long-range plan of service, including adequate space, lighting, shelving, seating, power and data infrastructure, and a public restroom;
- (9) **provides programming** to address community needs, as outlined in the library's long-range plan of service;
- (10) provides a **circulation system** that facilitates access to the local library collection and other library catalogs; and provides **equipment, technology, and internet connectivity** to address community needs and facilitate access to information;
- (11) provides **access to current library information in print and online**, facilitating the understanding of library services, operations and governance; information provided online shall include the standards referenced in paragraphs (1) through (5) of this subdivision;
- (12) **employs a paid director** in accordance with the provisions of section 90.8 of this Part;
- (13) **provides library staff with annual technology training**, appropriate to their position, to address community needs, as outlined in the library's long-range plan of service; and
- (14) establishes and maintains **partnerships with other educational, cultural or community organizations** which enable the library to address the community's needs, as outlined in the library's long-range plan of service



# Library Directors in NYS

## 8 NYCRR 90.2 & 90.8

### Minimum Education Standards (per 8 NYRR 90.8)

Population	Member of a Public Library System	Not a Member of a Public Library System
Below 2,500	No requirement.	No requirement.
2,500 to 4,999	2 academic years of study at an approved college or university.	A bachelor's degree from an approved college or university.
5,000 to 7,499	A bachelor's degree from an approved college or university.	A public librarian's professional certificate.
7,500 or more	A public librarian's professional certificate.	A public librarian's professional certificate.

# Library Trustees in New York State

## **Education Law 226**

<https://www.nysenate.gov/legislation/laws/EDN/226>

## **Education Law 260**

<https://www.nysenate.gov/legislation/laws/EDN/260>

## **Statement on the Governance Role of a Trustee or Board Member, New York State Board of Regents**

[http://www.regents.nysed.gov/about/statement\\_governance](http://www.regents.nysed.gov/about/statement_governance)